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ABSTRACT

This report presents the testimony and submissions presented at the first of a series of Congressional hearings on workforce development and reauthorization of the Workforce Investment Act. Statements were given by the following individuals: (1) Buck McKeon, U.S. (United States) Congressman from California; (2) John Tierney, U.S. Congressman from Massachusetts; (3) Bruce Stenslie, Director of the Ventura County, California, Workforce Investment Board and Deputy Director of the Ventura County Human Services Agency; (4) Danny Wegman, President of Wegman's Food Markets; (5) Diane D. Rath, Chair of the Texas Workforce Commission and Commissioner Representing the Public, Austin, Texas; and (6) Timothy Barnicle, Co-Director of the Workforce Development Program, National Center on Education and the Economy. The bulk of the document consists of the written statements of these witnesses and a sampling of promising best practices from the nation's Workforce Investment System. (AJ)

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IMPLEMENTATION OF THE WORKFORCE INVESTMENT ACT: PROMISING PRACTICES IN WORKFORCE DEVELOPMENT

HEARING

BEFORE THE

SUBCOMMITTEE ON 21ST CENTURY COMPETITIVENESS

OF THE

COMMITTEE ON EDUCATION AND THE WORKFORCE

HOUSE OF REPRESENTATIVES

ONE HUNDRED SEVENTH CONGRESS

SECOND SESSION

HEARING HELD IN WASHINGTON, DC, SEPTEMBER 12, 2002

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Table of Contents

OPENING STATEMENT OF CHAIRMAN BUCK McKEON, SUBCOMMITTEE ON 21ST CENTURY COMPETITIVENESS, COMMITTEE ON EDUCATION AND THE WORKFORCE 2

OPENING STATEMENT OF CONGRESSMAN JOHN TIERNEY, SUBCOMMITTEE ON 21ST CENTURY COMPETITIVENESS, COMMITTEE ON EDUCATION AND THE WORKFORCE 4

STATEMENT OF BRUCE STENSLIE, DIRECTOR, VENTURA COUNTY, CALIFORNIA, WORKFORCE INVESTMENT BOARD, AND DEPUTY DIRECTOR OF THE VENTURA COUNTY HUMAN SERVICES AGENCY, VENTURA, CA 6

STATEMENT OF DANNY WEGMAN, PRESIDENT, WEGMANS FOOD MARKETS, INC., ROCHESTER, NY 8

STATEMENT OF DIANE D. RATH, CHAIR, TEXAS WORKFORCE COMMISSION, AND COMMISSIONER REPRESENTING THE PUBLIC, AUSTIN, TX 10

STATEMENT OF TIMOTHY BARNICLE, CO-DIRECTOR, WORKFORCE DEVELOPMENT PROGRAM, NATIONAL CENTER ON EDUCATION AND THE ECONOMY, WASHINGTON, D.C. 12

APPENDIX A - WRITTEN OPENING STATEMENT OF CHAIRMAN BUCK McKEON, SUBCOMMITTEE ON 21ST CENTURY COMPETITIVENESS, COMMITTEE ON EDUCATION AND THE WORKFORCE 27

APPENDIX B - WRITTEN STATEMENT OF BRUCE STENSLIE, DIRECTOR, VENTURA COUNTY, CALIFORNIA, WORKFORCE INVESTMENT BOARD, AND DEPUTY DIRECTOR OF THE VENTURA COUNTY HUMAN SERVICES AGENCY, VENTURA, CA 33

APPENDIX C - WRITTEN STATEMENT OF DANNY WEGMAN, PRESIDENT, WEGMANS FOOD MARKETS, INC., ROCHESTER, NY 49

APPENDIX D - WRITTEN STATEMENT OF DIANE D. RATH, CHAIR, TEXAS WORKFORCE COMMISSION, AND COMMISSIONER REPRESENTING THE PUBLIC, AUSTIN, TX 57

APPENDIX E - WRITTEN STATEMENT OF TIMOTHY BARNICLE, CO-DIRECTOR, WORKFORCE DEVELOPMENT PROGRAM, NATIONAL CENTER ON EDUCATION AND THE ECONOMY, WASHINGTON, D.C. 65

APPENDIX F – SUBMITTED FOR THE RECORD, A SAMPLING OF PROMISING PRACTICES FROM THE NATION'S WORKFORCE INVESTMENT SYSTEM, TIMOTHY BARNICLE, CO-DIRECTOR, WORKFORCE DEVELOPMENT PROGRAM, NATIONAL CENTER ON EDUCATION AND THE ECONOMY, WASHINGTON, D.C. 81

APPENDIX G – DOCUMENT/BROCHURES AVAILABLE IN PERMANENT ARCHIVE FILE, VENTURA COUNTY'S WORKFORCE INVESTMENT BOARD, BUILDING OUR FUTURE WORKFORCE, VENTURA, CA 147

Table of Indexes 149

HEARING ON IMPLEMENTATION OF THE WORKFORCE INVESTMENT ACT:

PROMISING PRACTICES IN WORKFORCE DEVELOPMENT

Thursday, September 12, 2002

Subcommittee on 21st Century Competitiveness

Committee on Education and the Workforce

U.S. House of Representatives

Washington, D.C.

The Subcommittee met, pursuant to notice, at 10:45 a.m., in Room 2175, Rayburn House Office Building, Hon. Howard P. "Buck" McKeon, Chairman of the Subcommittee, presiding.

Present: Representatives McKeon, Isakson, Boehner, Ehlers, Tierney, Wu, Andrews, and Hinojosa.

Staff present: Stephanie Milburn, Professional Staff Member; Travis McCoy, Legislative Assistant; Heather Valentine, Press Secretary; Patrick Lyden, Professional Staff Member; Alexa Callin, Communications Staff Assistant; Deborah L. Samantar, Committee Clerk/Intern Coordinator.

Peter Rutledge, Minority Senior Legislative Associate/Labor; Michele Varnhagen, Minority Labor Counsel/Coordinator; Dan Rawlins, Minority Staff Assistant/Labor; and Suzanne Palmer, Minority Legislative Assistant.

Chairman McKeon. A quorum being present, the Subcommittee on 21st Century Competitiveness will come to order.

Mrs. Mink is still in the hospital, and we don't have any further update. Maybe Mr. Tierney will have more to say. But we just want all of you to know that we send our best wishes to her and hope for her speedy return. Mr. Tierney will be sitting in the chair as the Ranking Member in her absence today.

We are meeting today to hear testimony on the implementation of the Workforce Investment Act. Under Committee rule 12(b), opening statements are limited to the Chairman and the Ranking Minority Member of the Subcommittee. Therefore, if other Members have statements, they may be included in the hearing record.

With that, I ask unanimous consent for the hearing record to remain open 14 days to allow Member statements and other extraneous material referenced during the hearing to be submitted in the official hearing record. Without objection, so ordered.

I will begin now with my opening statement.

OPENING STATEMENT OF CHAIRMAN BUCK McKEON, SUBCOMMITTEE ON 21ST CENTURY COMPETITIVENESS, COMMITTEE ON EDUCATION AND THE WORKFORCE

Good morning. Thank you for joining us for this important hearing today to hear testimony on the implementation of the Workforce Investment Act. This will be our first hearing on workforce development issues as we look toward reauthorization next Congress.

In 1988, under this Committee's leadership, Congress passed the Workforce Investment Act to reform the nation's job training system that formerly was fragmented, contained overlapping programs, and did not serve either job seekers or employers well. We have consolidated and integrated employment and training services at the local level in a more unified workforce development system.

The Act created three funding streams to provide for adult employment and training services, dislocated workers' employment and training services, and youth development services. These services are directed by the local Workforce investment boards, which are required to have a majority of their members representing business.

One of the hallmarks of the new system is that in order to encourage the development of comprehensive systems that improve services to both employers and job seekers, local services are provided through a one-stop delivery system. At the one-stop centers, assistance ranges from core services such as job search and placement assistance, access to job listings, and an initial

assessment of skills and needs; intensive services such as comprehensive assessments and case management; and, if needed, occupational skills training.

In addition, to further promote a seamless system of services for job seekers and employers, numerous other federal programs also must make their services available through the one-stop systems. During consideration of the welfare reauthorization bill, the House made the Temporary Assistance for Needy Families (TANF) program a mandatory partner in the one-stop system, unless the governor declines to do so. This will serve to further coordinate federal funding streams.

Clearly, the WIA system contains the Federal Government's primary programs for investment in our nation's workforce preparation. Even though the system is still maturing since its full implementation in July of 2000, states and local areas have created comprehensive services and effective one-stop delivery systems. In addition, the training services provided through WIA are invaluable in assistant adult workers in areas of the country facing skill shortages.

Nonetheless, there have been problems with the system, resulting from the implementation of the law. For example, we have heard of the need to increase the contribution of the mandatory partners in the one-stop career centers; to simplify the local and state governance process; and to strengthen the private sector's role. Over the next year, we will examine all of these issues in an effort to enhance the system so that it will continue to meet the training and employment needs of the information-based, highly skilled 21st century workforce.

One of the largest aspects that we will have to address is the ongoing problem of funding under WIA. For the last couple of years, the Department of Labor has recommended reductions for the workforce system due to the excessive carryover amount in the state coffers. While Congress has rejected these cuts, it has augmented the concern over the Federal Government's commitment to the system by rescinding funding from the dislocated worker program.

All of these funding reductions come at a time when the General Accounting Office (GAO) has reached the conclusion that the Department of Labor lacks accurate information for determining states' available funds, mainly because states report expenditures and obligations inconsistently, and the Department does not consider obligations when it reports to Congress on available funds under WIA. The GAO also believes that states are on track to expand all of their funding in the statutorily authorized three-year time frame.

Next year, the Committee will focus attention on addressing some of the funding and reporting issues raised by the GAO. The Committee will explore whether this lack of information on strategies for better managing expenditures is subjecting states to reductions, thereby creating funding instability and inhibiting strategic planning.

Given that this system is implemented at the state and local level, I believe that it is critical that we hear from those in the field that work with these programs on a daily basis before we reauthorize WIA. As a result, in the near future those in the field working with adults and at-risk youth will be able to log on to the Committee's web site and make recommendations on improving the law. We have offered similar opportunities for both the reauthorization of the Higher

Education Act, and the Individuals with Disabilities Education Act, and have had great success.

Today we will begin the process of hearing from states, localities, businesses and other entities that oversee and direct the workforce development system. In addition, the Subcommittee will hear from an individual who works for a national organization that provides technical assistance on implementation. The witnesses will describe the transition to WIA since the law's enactment. We hope to learn of promising practices and how you have used the flexibility of WIA to drive workforce development in your areas. In addition, the witnesses will offer recommendations on reauthorization, and the Subcommittee welcomes your insights.

WRITTEN OPENING STATEMENT OF CHAIRMAN BUCK McKEON, SUBCOMMITTEE ON 21ST CENTURY COMPETITIVENESS, COMMITTEE ON EDUCATION AND THE WORKFORCE – SEE APPENDIX A

Chairman McKeon. I now yield to Congressman Tierney for his opening statement.

Mr. Tierney. I thank you, Mr. Chairman, and welcome all of our witnesses here today.

I don't have an awful lot to add about our colleague, Patsy Mink, except that she has been in the hospital and in intensive care for some time since September 1st. We are all hoping that she has a speedy recovery. We are keeping a tab on that, and we will express your wishes to her for getting well, along with our own. We appreciate your thoughts in that regard.

OPENING STATEMENT OF CONGRESSMAN JOHN TIERNEY, SUBCOMMITTEE ON 21ST CENTURY COMPETITIVENESS, COMMITTEE ON EDUCATION AND THE WORKFORCE

I want to thank you, Mr. Chairman, for having these hearings, and for having had the opportunity to work with you in the past on this issue. This is an issue that, by and large has had a great bipartisan effort, and I think everybody is intent on working within the education, labor, and business communities to make sure that our workforce is the best that it can possibly be, and that our employers and employees all derive as much as they possibly can out of the resources that the federal and local governments are able to apply.

I am concerned, as you are, Mr. Chairman, that we have had an attempt by the Administration to rescind funds in the past, and was happy to join with you on correspondence to our colleagues, to the White House, and to the Administration in an effort to overturn that concept. I also think that it is not healthy that the budget proposes a reduction of $655 million, which is not going to help move forward the efforts that we need on this. It would cut the adult program by $50 million, cut dislocated worker programs by $166 million, and cut the youth program by $127 million, which is simply unacceptable in terms of having this program go forward.

I think we are going to hear some examples of what good can be done under this program this morning, and I am anxious to get to that. We have had a number of different opportunities throughout New England, as well as in my district in the Commonwealth of Massachusetts, to talk to people that are actively involved on the Workforce investment boards. They talk about integrating the adult basic education services, they talk about clarifying WIA's expectation of whether it's going to be work-first or training with a heavy emphasis from most of the business community to have more training, to get people ready to work in jobs that are going to be more meaningful and more rewarding for them, and hopefully for their employers.

We talk about making sure that there's universal access for core services, and intensive training services for lower-income individuals. We would, as you mentioned, like to talk about mandating resource sharing among partners at both the federal and the state level, and mandating TANF as a partner, so that it works more seamlessly and probably gets everybody the resources they need in a better way.

We have pages of different suggestions from people. We look forward to talking about all those in the upcoming hearings. I thank you again for conducting these hearings, and look forward to working with you, and thank again our witnesses for being here today, in particular Mr. Barnicle, who is an old friend of all of my colleagues and mine from Massachusetts. And we happen to know personally his good work, and we look forward to working with him.

Thank you.

Chairman McKeon. Thank you, Mr. Tierney.

Now I will introduce our witnesses. First, we will hear from Bruce Stenslie. Mr. Stenslie is the Director for the Ventura County Workforce investment board and Deputy Director of the Ventura County Human Services Agency. He represents a progressive workforce board that advocates welfare development through integration of workforce education, welfare, and economic development programs.

Our second witness is Danny Wegman. Since 1976, Mr. Wegman has served as the President of Wegmans Food Markets, Inc., located in Rochester, New York. Mr. Wegman graduated with honors from Harvard University with a degree in economics and still went into the food business.

[Laughter.]

I grew up in the grocery business. He is active in the community, serving on the Board of Directors for the United Way in Rochester, on the board of directors for the Rochester Business Education Alliance, as well as other service-oriented activities.

Then we will hear from Diane Rath. Ms. Rath is Chair of the Texas Workforce Commission and the Commissioner Representing the Public. Before assuming that position, Ms. Rath served as the Senior Director of Public Affairs for Kinetic Concepts, Inc. She has also served

as Chair for the Texas Council on the Workforce and Economic Competitiveness.

Our final witness is Timothy Barnicle. Since 1997, Mr. Barnicle has served as Co-Director, Workforce Development Program, National Center on Education and the Economy. Prior to serving in this position, he was Assistant Secretary of Labor for Policy and Budget, and for Employment and Training, for the United States Department of Labor.

Before you begin, I would like to remind you how the lights work. Your full testimonies will be included in the record, and if you want to read that or give a synopsis, that is up to you. You have five minutes; the yellow light indicates one minute left, and at five minutes the world ends.

[Laughter.]

We will hear now from Mr. Stenslie.

STATEMENT OF BRUCE STENSLIE, DIRECTOR, VENTURA COUNTY, CALIFORNIA, WORKFORCE INVESTMENT BOARD, AND DEPUTY DIRECTOR OF THE VENTURA COUNTY HUMAN SERVICES AGENCY, VENTURA, CA

Good morning, Chairman McKeon. Thank you for the invitation to testify today on the important matter of our nation's workforce system. And special thanks from the Ventura County Workforce Board and our County Board of Supervisors, who really appreciate and respect the leadership and work your Subcommittee has done to give us a system that is very nice to work with.

I am going to address just a couple of things today, some best practices, some challenges, and some solutions. The first area I would like to comment on is the linkage in Ventura County that we have been able to achieve between the Workforce Investment Act and implementing welfare reform.

We implement our welfare reform system in Ventura County directly through our one-stop system. We do this not by making our one-stops in welfare service, but rather by making welfare a component of a comprehensive workforce system in the county. And we are very proud; we think this works very well. I think it is very duplicable across the country. We are even moving in a direction now that has policy direction for implementing TANF programs in Ventura County, under the policy direction of our Workforce Board, giving business leadership the opportunity to really direct how we are going to work with welfare recipients in the workforce. There are, of course, some issues that are difficult, that we would like for your Committee to help us with, and some of the linkages that are difficult between TANF and WIA programs across the country.

The second area of comment is on this new opportunity under WIA to actually work with employed or incumbent workers. This is the first opportunity that we have had in the workforce system to actually work with businesses after we have people employed. This is an incredible opportunity. We could be doing more of it.

We are not just looking, in other words, at eligible populations, but we are looking at the full spectrum of our business and workforce needs. There is even a lesson in welfare reform here: some 68 to 70 percent of our welfare recipients in Ventura County are working, but they remain on aid because they are not able to earn enough money. We need to be working with them after they are employed, in a post-employment environment. This is certainly encouraged, but under WIA it could be expanded. There are some regulatory limitations in the Act that I think could be fixed in reauthorization to allow us to do more to continue investing in continuous education with business and workers after we get people employed.

The third area is the positive movement in youth services. This is an area that in California, and I think across the country where youth councils and boards have done extremely well. Our youth council is really looking at a full, comprehensive system. We refer to it in California as "All Youth, One System." We are looking at the highest principles of youth development. But there is a problem in this system, and that is the only place in WIA that we remain stuck with strict income-eligibility requirements for enrollment is in the youth program. There are numerous ways we could identify and define at-risk youth in this country, and offering local boards and states flexibility in how we define eligibility would be very helpful. But the good news I think is that youth councils are really looking at the big picture across the board, and not just implementing WIA programs.

The fourth area that we really are appreciative of in the WIA is this 15 percent discretionary money that goes to states. In addition to having formula revenue to provide the baseline services and the core and intensive training, in Ventura County, for example, we have access to money. I believe other counties and workforce boards across the country would share what we refer to as a Medical Careers Ladder Initiative.

To respond to the shortage of nurses and other trained health care professionals, under state leadership, we have implemented, I am happy to say, a technology-to-teacher program. We take dislocated high-tech workers who have a math and science background, get them into the education system, get them credentialed, and get them in as teachers. We have a huge shortage in math and science-trained teachers. And this provides a business perspective for the schools that has been very valuable.

We are also doing a homebuilders program that was spurred both by labor interests and by local builders and advocates. So we were able to access resources to do things in that area.

In contrast just briefly with the above, there are three areas that we would like to address where there are some problems, one of which is that by all this emphasis on the core services and universal access, we have had to put a lot of money into the resources at the front end, and we are not able to maintain the kind of revenue we would like to do the kind of training. So we do believe that more money is needed in the system to expand our customer base for this universal access, and

to invest in continuous education.

A good point would be made to ask why aren't the partners contributing? And the comment by Mr. Tierney, I think, is a good one: we need help from you to mandate resource-sharing amongst the partners, because we are not necessarily getting all of the engagement from the partners that we would need to make sure that we are not spending all of our WIA money on just maintaining the infrastructure.

The last concern is relative to performance standards. They are all dedicated to individual program outcomes; they are not systemic in nature. What we like about the Workforce Investment Act is it encourages and creates the opportunity to create a comprehensive network of services, yet all the performance measures, save customer service, which is good, are focused on individual outcomes, and don't reward us for the kind of work that we are doing in system-building. As a result, as WIA money gets spent on core services up front, the performance measures haven't followed. That could be fixed easily in reauthorization.

I think it is extraordinary what workforce boards and one-stops have done across the country. We would like you to notice in front of you and add to the record a document, or a set of documents, called "Building Our Future Workforce." We ask you to look at this simply because we think it demonstrates how workforce boards, not just in Ventura but across the country, are looking at their leadership role in advancing smart information about what opportunities are available in the workforce. Historically, we have not done that; we have looked at narrow programs. We are really doing system building.

Thank you.

WRITTEN STATEMENT OF BRUCE STENSLIE, DIRECTOR, VENTURA COUNTY, CALIFORNIA, WORKFORCE INVESTMENT BOARD, AND DEPUTY DIRECTOR OF THE VENTURA COUNTY HUMAN SERVICES AGENCY, VENTURA, CA – SEE APPENDIX B

Chairman McKeon. Thank you. Without objection, we will put this in the record. Thank you.

Mr. Wegman?

STATEMENT OF DANNY WEGMAN, PRESIDENT, WEGMANS FOOD MARKETS, INC., ROCHESTER, NY

Thank you, Chairman McKeon and Members of the Subcommittee, for inviting me to testify today on this important subject. My name is Danny Wegman, and I am President of

Wegmans Food Markets in Rochester, New York. Our family-owned company has been in operation for over 80 years, and we are proud to be consistently recognized as one of the best 100 companies to work for in America. We now have 64 stores and employ over 30,000 people.

I am here as an employer of youth. About one-third of our employees are younger than 22. When we operate in areas of disadvantaged populations, I might call them pockets of poverty, our turnover for these young people is over 100 percent. That means they don't even stay a year. Not only is this expensive for us, it costs us about $4,000 to train an individual and get them up to speed. It makes it impossible to give the quality of service that is the hallmark of Wegmans.

The only and I repeat only solution to the problem that we have found is an initiative we call Work-Scholarship Connection. Essentially, the Work-Scholarship Connection provides a full-time paid advocate to help 30 young people with school, work, and home problems. With this program, the young people stay in school, and they stay working at Wegmans. We need this program if we are to hire young people from the various pockets of poverty that exist in areas like the cities of Rochester, Trenton, New Jersey, Philadelphia and Washington, D.C. Pockets of poverty contain few positive role models, and few parents who are successful with our American system. The Work-Scholarship Connection interjects advocates with skills to be successful, and to help these young people be successful.

Let me share the results of this model. Today, we have 1,000 young people in Work-Scholarship. They are at risk. If they were not in Work-Scholarship, only 200 would graduate. With Work-Scholarship Connection, 800 will graduate; that is 600 more young people who will be contributing members of our society. And in fact, over 85 percent of these graduates go on to higher education.

Today, we have brought a successful graduate with us, Jamarr Meyers. I tried to keep my remarks brief so that, if time permits, you may ask him some questions.

We have spent over 15 years developing a program that truly creates systemic change in a community. We would recommend that you assign the appropriate resources to visit us and determine what it would take to make this a national effort.

We believe that monies need to be focused on long-term interventions with measurable outcomes. We believe that employers need incentives to participate. Many employers do not regularly employ youth. We believe the qualifications for funding need to be simplified. And furthermore, we believe that national leadership for the Work-Scholarship Connection needs to be established. The community needs to help to get this concept started. We know this concept works. We would like to share it with the nation.

Thank you very much.

WRITTEN STATEMENT OF DANNY WEGMAN, PRESIDENT, WEGMANS FOOD MARKETS, INC., ROCHESTER, NY – SEE APPENDIX C

Chairman McKeon. Thank you.

Ms. Rath?

STATEMENT OF DIANE D. RATH, CHAIR, TEXAS WORKFORCE COMMISSION, AND COMMISSIONER REPRESENTING THE PUBLIC, AUSTIN, TX

Good morning, Mr. Chairman and Members. I am Diane Rath, Chair of the Texas Workforce Commission. And I appreciate the opportunity to speak to you today about the reauthorization of WIA.

Texas is one of the few states in the country with a consolidated and integrated system, and it has been a tremendous success. We bring together clients seeking work under several federal programs, including WIA, TANF, food stamp, Trade Act, veterans, child care, and many others are all located in our one-stops.

We have an outstanding record of serving TANF adult recipients, and Texas has received high-performance bonuses totaling $69.4 million in each of the last three consecutive years for our success in job placement. We have been successful because of our board's relationships with employers, and their meeting the employers' needs and understanding what they want from an employee when they place a TANF adult recipient. We have also received two consecutive WIA incentive awards totaling $6 million.

Our system has been a success because business and industries view the network as a viable solution to workforce needs. Business is a primary customer of our system. Our challenge is increasing business' use of the system. We need performance measures that are more reflective of serving employers.

States should have a greater policy role and more flexibility to meet local community needs. States need to be able to shift funds to meet these needs. The governance structure of state councils and local boards must be simplified. States should be able to use workforce investment resources as an economic development tool; after all, workforce development is a building block of economic development.

WIA has resulted in an economic system with social benefits, not a social system with economic benefits. The system must focus on outcome, not process measurements. We must be able to listen to the customer and design our services to meet those needs.

We need to establish a core set of performance measures, such as employment, retention, and earnings that would apply across partner programs. We need to create common definitions and reporting formats to encourage one-stop partners to work together cohesively. We need to encourage co-enrollment among programs to maximize those limited available training and related

resources, and avoid needless duplication.

The glue that holds all the partners together in the one-stop is the Wagner-Peyser employment service. However, these funds have been held flat for the last many years, and in Texas, we only receive about 32 cents for every dollar in FUTA taxes that our employers are sending to Washington. That is why Texas is very supportive of the Administration's UI/ES reform proposal. With this reform, Texas employers can receive the services for which they are paying, but not receiving, and all Texans can access a wide range of quality services in our one-stop environment.

The states need additional flexibility to help employers recover and workers regain jobs. The restrictive formula allocations in WIA, however, limit the assistance that states and local workforce areas can provide. Local needs for adult, dislocated worker, and youth funding are different, and one-size-fit-all truly does not fit in a state as large and diverse as Texas.

WIA does not allow the states to design flexibility into formula allocations. With the enactment of WIA, Congress sent a very strong signal about the sweeping changes it expected to occur in America's job training systems, making them truly employer-focused. However, some vestiges of the old system remain, creating difficulty in the states' implementation of WIA.

We are taking advantage of WIA waiver provisions, and have submitted waiver requests for five areas to DOL. Each of these waivers will improve our services for the effective populations, allow the Texas boards to respond to local economic conditions, and facilitate matching employers with job seekers. We urge you to continue the waiver option in the reauthorization legislation, and to include a super-waiver with WIA in the TANF reauthorization.

As a further step, the workforce development system could be greatly improved by the integration of federal programs. Different definitions for common populations, different funding cycles, different performance measures, all result in competing priorities at the local level. The lack of integration causes administrative complexity, increased cost, and diverts focus from providing quality, effective services to the nation's employers and job seekers.

The accountability provisions of WIA have strengthened the performance outcomes relative to the use of our WIA training funds. However, the reporting requirements are so burdensome that we are losing some of our state's most valuable training providers, our community colleges. Relief during WIA reauthorization from excessive reporting requirements on training providers would be welcome to these important partners.

All federal youth programs should focus on a strong educational background, which would result in long-term attachment to the workforce and lifelong learning. We need to promote activities that connect our youth with the local job market and youth development. There must be increased coordination among all programs serving youth. One integrated, coherent strategy with meaningful outcomes across all programs is an overarching necessity.

I very much appreciate this opportunity to appear before you. We are very proud of our system. We feel we have built a very strong foundation for our workforce system, and we look

forward to the opportunities under WIA reauthorization.

WRITTEN STATEMENT OF DIANE D. RATH, CHAIR, TEXAS WORKFORCE COMMISSION, AND COMMISSIONER REPRESENTING THE PUBLIC, AUSTIN, TX – SEE APPENDIX D

Chairman McKeon. Thank you very much.

Mr. Barnicle?

STATEMENT OF TIMOTHY BARNICLE, CO-DIRECTOR, WORKFORCE DEVELOPMENT PROGRAM, NATIONAL CENTER ON EDUCATION AND THE ECONOMY, WASHINGTON, D.C.

Thank you, and good morning. Thank you, Mr. Chairman, Congressman Tierney and Members of the Committee for the opportunity to testify on behalf of the National Center on Education and the Economy's Workforce program, and on behalf of my colleagues directing this work, who are well known to the Committee, Mary Gardner Clagett and Ray Uhalde.

Mr. Chairman, under your leadership, the Committee did yeoman work in producing the Workforce Investment Act in 1998. Since then, its importance has been demonstrated time after time. I couldn't help recalling yesterday, as we recognized the anniversary of the cowardly attacks on America one year ago and the tragic loss of innocent life, the extraordinary effort that the WIA system launched in New York City for people's economic lives. The system responded to it immediately by organizing job opportunities, by working in counseling, and by getting people into training where appropriate. It was an absolutely extraordinary, heroic job at a time when the pressures were enormous on the system, in a city that, quite frankly, was certainly not recognized as on the cutting edge of WIA reform.

But with the business leadership and the staff and the coordination that occurred with the state, the results were very gratifying, and the effort was absolutely heroic. I think of one person in particular, Dorothy Lehman, who I think the Chairman has actually met, who was the staff person for the Workforce Board in New York City, and with extraordinary effort and intelligence and initiative, helped to make all of this work, and provide thousands of job opportunities for people whose jobs had been blown up. I didn't realize until later that her brother was killed in the World Trade Center, and that during that period of mourning, she was providing this kind of heroic leadership. And as you think about the contributions that WIA has made, we should also think about the kinds of challenges that WIA has had in some places.

Now, obviously, as we all know, the impact of September 11th was not simply on New York City. Across the country, the economy slid from doldrums to recessions back to the doldrums. And our Workforce Investment Act system has responded, particularly to the needs of the unprecedented 2.3 million people who in the last two years have lost their jobs. Hundreds of

thousands of workers and their families, and the communities that they come from, are better off because this system is in place and doing its work.

Of course, we didn't have the resources necessary to respond to the needs of the thousands of young adults who bore the largest share of the burden from the recession. And this is an area that I think Congress and the administration need to address. Young adults need to work, too, and WIA needs to be financially and professionally better equipped to respond.

Clearly, the volatility of the economy, the intensity of global competition, the pace of technology, the skill shortages, et al., that underlined the development of the consensus around WIA, have been reinforced in the time since the passage of the Act. Tom Friedman, in his best selling book, *The Lexus and the Olive Tree*, suggested that this law and this system created by this law has the potential to be the most important domestic economic initiative of the 1990s.

But Mr. Chairman, two or three years ago, as WIA implementation began, how effective it might be was really a matter of grave concern to a lot of us. After all, this was a dramatic change that had received little or no public acclaim or attention. The challenge was great. We all asked ourselves a number of questions; here are just three of them that pop to mind.

Would states and localities work out the division of responsibility amicably, or would the flexibility in the law produce a giant jurisdictional food fight? Would mandated partners go to the trenches to fight the partnerships and collaboration clearly called for, but vaguely enforceable, under the law? After all, collaboration is often described as an unnatural act among consenting adults. Would private industry councils, largely focused on an advisory role related to budgeting a few federal dollars, evolve into the key economic development and human resource development regional leadership role that the act envisioned?

To these and many other questions, the answers have begun to emerge slowly, but I think very clearly. Yes, we can do it; in fact, we have. Always and everywhere? No way. But in most places across the country, state after state, city after city, common sense, hard work and dedication to serving our communities needs our winning and overcoming these very real challenges. Are we ready to declare victory and begin to relax? No. But we can honestly see real progress, and most importantly, momentum on a very tough assignment by many thousands of men and women from business and labor and positions of community leadership.

We visited one-stops all over the country. We know what is happening in some detail in the cities and counties and states that are part of two consortia that we coordinated. And Mr. Chairman, I can assure you, as have GAO and others, that the momentum is with us. Day by day, partnership-by-partnership, obstacle-by-obstacle, we are making solid progress in creating the civic infrastructure that was envisioned in the act. I have included in my written testimony some examples of successful and promising practices, and ask permission to submit a more detailed list to the Committee in the next few days.

None of this is to suggest we don't have a lot of work to do, and a long way to go, because we do. Many challenges remain. People on the panel have raised a number of them already. Most of the challenges are for the states and localities, in their workforce boards and their one-stops.

Some can be helped immeasurably from state capitals, from Congress, and from the executive branch. And in conclusion, let me just mention three or four of these quickly.

First, funding. For the Workforce Investment Act to meet the Committee's expectation, those of the business community and other community leaders who we are engaging, and also our citizens, we have to have the wherewithal to produce high-quality and substantial results. The challenge to integrate systems as we have heard is really tough. The one-stop system needs friends in high places to push at the highest levels to get this done and to make it less time and energy-consuming at the state and local level, where this work is very, very hard to do.

Second, business leadership obviously is key to the Workforce Investment Act's success. Active labor engagement is also crucial in many sections of the country and sectors of the economy. The private sector has voted with their feet for WIA; over 15,000 men and women, on a voluntary basis, all over the country, are serving on workforce boards. Getting them there is a challenge; keeping them there may be harder. And getting the leaders on the workforce boards to engage their own companies in our system is going to be the next measure of this system's success, in my opinion.

Third is training, as mentioned by our friends from Ventura County. We don't necessarily need to have to do it ourselves, but we sure better be able to connect people to it and find ways to fund it, where appropriate. If we are not able to significantly improve people's career prospects and their standards of living, we will not have much to brag about.

Finally, youth. Leave no child behind is a basic American value. The Workforce Investment Act can play and must play a key role, as envisioned in the act. If the magnitude of our response is not a lot greater than it has been in this economic downturn, the Workforce Investment Act certainly is not going to meet my expectations, and I think as a result of it, America is going to be less than it could be, economically and socially.

Mr. Chairman, again, thanks for the leadership and for the invitation. I hope we can be of help to the Committee as we build on the progress that has been achieved to date. Thank you.

WRITTEN STATEMENT OF TIMOTHY BARNICLE, CO-DIRECTOR, WORKFORCE DEVELOPMENT PROGRAM, NATIONAL CENTER ON EDUCATION AND THE ECONOMY, WASHINGTON, D.C. – SEE APPENDIX E

Chairman McKeon. Thank you very much.

Well, hearing from you has been very enlightening. And I have told the story before about a friend I had years ago that was a principal at a high school in the L.A. City School District. Now, at the time that was a school district that had about 500,000 students; it is larger now. But I remember years ago him telling me that they had done a study, and they found that from the time somebody conceived of an idea in that school district until it was fully implemented took 25 years.

Now, maybe they have improved on that now, I don't know. Or maybe it has gotten worse, I don't know. But I get frustrated. Our country is large, and we sit here and we try to do things to make things better. And then sometimes you wonder, does it really happen? Does the water get to the end of the row? I have visited programs, and I have been to one-stops. But if I tried right now to visit every one-stop in the country, I probably couldn't do it in the rest of the time I have here in Congress. So there is no way I personally can know really what is happening from the work that we have tried to generate. This is one way for us to hear a little bit, but there is so much out there we don't really know.

Our goal was to take authority and responsibility from Washington and give it to the local areas, because we have a great country, we have educated, sharp people, and we have leadership throughout the country. They don't need somebody in Washington to tell them what time to get up in the morning, where to report to work, what to do while they're there at work, what time to leave and go home, what time to go to bed, and what TV programs to watch in between. They know how to do it if we could just let them do it.

At the same time, I realize that every locale is different, and there does need to be some federal involvement and direction for continuity from area to area as long as we are providing local taxpayer dollars that are funneled through Washington, and some of it works its way back into the local areas.

But I hope as we go through this process that we will be able to achieve the goals of local leadership by letting those who are the members of the workforce development boards, and those who are providing help to people in the local areas that need a job, a better job, or a career, help them along that path. Whether it is somebody coming from welfare, from TANF, or somebody that has a job now but just wants to improve themselves, all was envisioned to be the goal of the one-stop.

It has been two to three years, and I hope it doesn't take 25 years, because knowing how things happen here, somebody will make a law to change it anyway. Then all of what we have been working on will have to be re-vamped to move in some other direction. But I hope that as we go through this process, we can achieve those goals.

Mr. Wegman, this program that you have, you called it the Work-Scholarship Connection program? You have one person for every 30 youth, and you pay for that person. Wegmans set up the program, and you are doing it yourself?

Mr. Wegman. Yes. We set it up originally in 1987 with 30 young kids and one of our own people. The program grew, and we felt that it should be a community program, not a Wegmans program. We asked a local agency there, Hillside, if they would handle the program for us. And so now the program is administrated as the Hillside Work-Scholarship Connection.

Chairman McKeon. You support it through probably some of your own means, and some of your employees that attend?

Mr. Wegman. We continue to contribute $250,000 a year.

Chairman McKeon. That is some support.

Mr. Wegman. Well the annual budget now is about $2.5 million. And it is doing very well.

Chairman McKeon. Is it all private money, or foundation money?

Mr. Wegman. No some of this has come from monies from New York State. Actually, they were TANF dollars, and there was a request for proposal, and they funded our program.

Chairman McKeon. I would like to come up and see what you are doing. Maybe we can put together a trip to come up and visit and see what you are doing there.

Mr. Wegman. That would be fantastic. Thank you very much.

Chairman McKeon. I want to see what you are doing in Ventura, too, which is right next door to me, so that I could do a lot easier. But each of you is doing a great job.

I talked too much and used up my time. But I will read your testimonies and hope that as we go through this process, we all will be heavily involved working together.

Mr. Tierney.

Mr. Tierney. Thank you, Mr. Chairman.

Mr. Wegman, I commend you for the contributions that you are making in that program. I think I would like to see more employers understand that we are creating a workforce for them, and that there is a role and a contribution that they should be making to this. It ought not to be an entirely public burden, given the fact that we are providing a workforce for people. So I think that we have got to find the right partnership mix on that, and I again commend you for what you have done there.

Mr. Stenslie, let me just ask you quickly; you mentioned that you've managed to successfully link WIA to TANF programs in your area. You think it is something that could be duplicated nationwide, but you had some difficulties. Would you highlight those difficulties for us?

Mr. Stenslie. There is really only a couple. And maybe some of them are local to California; where in the state of California, there is a completely different administrative structure at the state level.

But what could be managed more effectively for us through federal intervention, and I think Ms. Rath mentioned it, is common outcomes for the program. Right now, what we are mandated to shoot for under TANF is simply, to be blunt, a reduction of the number of people on aid. There is not a whole lot of incentive to do anything effective relative to specific employment outcomes.

There is no incentive to do that, in other words. And I think it would be effective to have such an incentive.

We have staff that are common case managers. And while they are dedicated to employment, when their client leaves and they delve back into the case management system, they find themselves asking different questions. What do I document here? What do I claim as a credit? What is a successful activity? Having those standardized across the board would be incredibly effective.

The other issue is this debate regarding how to balance work-first with ongoing investments in education? And work-first has been enormously successful, but of course it has been successful in a hot economy. As the economy flattens out, work-first doesn't work so well. And the underbelly of work-first to us is that we have most of our welfare recipients working, but not getting enough income to get off aid.

We are constrained in our ability to get them into education. We are afraid, frankly, that it might become more constrained to get them into a long-term continuous education environment. In fact, we would recommend, and it is strongly stated in our testimony, that when a TANF client is enrolled in WIA-sponsored training, they should be exempted from the calculation of the percent of clients meeting the number of hours required to be on the job, so that we can actually invest in training.

Mr. Tierney. Thank you. Let me ask one broad question; maybe I will start right to left on this. We have a number of dislocated worker programs, TAA, welfare-to-work, all of these things. Does it make any sense anymore, in this country at least, to base our eligibility criteria on how you became employed, as opposed to the fact that you are employed, and we ought to deal with you? Or should we have just one system and one eligibility criterion?

Mr. Barnicle?

Mr. Barnicle. Well, I think that the intention of the law was to offer people, regardless of what their work needs were, whether they were young people trying to connect to the labor force for the first time, or people who had been dislocated because of trade or other reasons, a common place where they could be assisted, mostly in the one-stop. And I think you have heard a number of colleagues talk about the need to try to simplify and universalize the criteria, et cetera.

I think one of the difficulties with doing that, having worked on the Hill myself for many years, is that there are a variety of different people that have a particular interest, and the nature of the problems are different for different categories of people, and the degree to which the public is being called upon, or feels compelled, to respond to those claims on federal dollars varies. People who are dislocated because of American trade policy, in some people's mind should be treated differently than people who are out of work because of other reasons.

Whether that is wise or not is a philosophical question we could debate for a long time.

Mr. Tierney. Yes, and it is one that you just avoided, very well. I want to hand you that, because it was a question that we asked.

Mr. Barnicle. But the practical problem it creates is, when we don't do it in a universal way, enormous for administering these programs. And it shows up day after day after day in higher costs and lower-quality services.

Mr. Tierney. Right.

Ms. Rath?

Ms. Rath. I would agree. In our system, all of those services are delivered in our one-stop. And we have been successful because when we have a job seeker connecting with an employer, they don't have a label. When that employer interviews a person, they have no idea what funding source is referring that person, but rather they have a qualified applicant.

We think that is the strength of it, particularly when you are dealing with some of the populations that have barriers. The employer doesn't need to know that up front when they are interviewing them. So we deliver services in an integrated fashion.

However, when we get the money and we have to report the money and performance back up, it comes in silos. And each silo has its own eligibility, the rest of the difficulties I testified to. So it comes to us fractured, it goes back up fractured, and somehow we are supposed to integrate all that to deliver services.

And we are succeeding, but at what cost? The administrative costs, and the barriers we have to overcome in the back office so that it is seamless for all of our customers, be it employer or job seeker, is tremendous. And those are dollars that are needed desperately and could be utilized much more effectively in delivering services.

Mr. Tierney. Thank you. I know my time is up, and I am sorry I am not going to be able to continue that. But Mr. Chairman, I think that is one area that we ought to perhaps spend some time on. Hopefully, we can focus on that a bit, as to why we are spending so much money administratively when everybody is out of work and everybody needs to get back to work.

Also, unfortunately, I have to leave. But somebody might raise the question about skills first or work-first, or how we are going to work on that, because I know in New England in particular, all of the employers up there, barring none, thought that we were not doing the right thing by failing to concentrate on skills and training, and moving that along. I would like to hear, perhaps, what others think about that.

Thank you. Thank you all.

Chairman McKeon. Thank you.

Mr. Isakson.

Mr. Isakson. Thank you, Mr. Chairman.

Mr. Wegman, congratulations on your program. And while I am asking this question, I think you have someone here that was in that Work-Scholarship Connection? Ask him to slide his chair up so I can ask him a question.

Mr. Wegman. I can do better than that. Jamarr, take my chair.

Mr. Isakson. Looks like it involves working out, also. This guy is in great shape.

[Laughter.]

Mr. Isakson. Welcome. Your name, sir?

Mr. Meyers. Jamarr Meyers, sir.

Mr. Isakson. Jamarr, would you just tell us briefly, because I have got a question for Ms. Rath, too, what the Work-Scholarship Connection program did for you.

Mr. Meyers. When I was younger, I came to high school not knowing what to do or whom to talk to. I was a bad student back in middle school, and my father was actually killed in a robbery, or some sort of murder or whatever.

But the Hillside Scholarship Connection jumped on me, as soon as I got into school, and not only helped my grades increase to a 4.73, which is the highest in the Rochester City School District at that present moment, they also jumped on a roll of after-school activities. They took us bowling, they took us to college tours, and they took us to job interviews that showed us what to do, how to talk properly, and how to raise the correct questions when asked.

They also helped me and other students to apply to schools to get into the school that we want. And that was not only during the school time, but they remained after. And actually, we still have youth advocates with the students at this present moment, too.

Mr. Isakson. Would it be fair for me to say that your person you worked with in this program was like a mentor to you, in terms of life skills and what you needed to do to move ahead?

Mr. Meyers. It was more than that; actually, like a father to me.

Mr. Isakson. Well, I want to commend you, because the results are your achievement. And I want to commend Mr. Wegman for starting that program. And it sounds to me Mr. Chairman that it is certainly something that could be adopted in a pervasive way. And I personally will come up and

visit your program, and go with the Chairman whenever he sets up our little trip. I commend you.

Mr. Meyers. Thank you.

Mr. Isakson. Yes, thank you, sir.

I personally believe the two keys to meaningful and long-term employment are education and childcare for the type of people that we are talking about. And maybe a third item is transportation, but we will leave it at the first two.

Mr. Wegman has demonstrated, I think, that the real key for the people we are trying to reach from the education standpoint is giving them the life skills to actually seek out education. He didn't say it, but his program has generated $43.6 million in scholarships for students to further their education, that I presume came from other sources because they earned those scholarships. I know a 4.73 average would get you a scholarship in Georgia in a minute. So that is commendable.

Ms. Rath, in your printed testimony, you said Texas now provides childcare to over 100,000 children a day? Would you tell us briefly how you fund that childcare?

Ms. Rath. Yes, sir. We were very instrumental in moving our CCDF program into the workforce system. And we are just about the only state that is structured that way. That is because we believe that childcare is an economic development issue. It influences if people can go to work, and if they can keep those jobs. And our employers tell us it is the single most important factor in their reduced turnover and in their ability to maintain a stable workforce.

Ours is primarily federally funded, through the CCDF program. Our state does a very minimal TANF transfer, and it varies from year to year, if those funds are available and if they are transitioned into childcare funding.

But the strength of our system is our local boards. Our local boards, with their connections to the community and their responsibility for administering our CCDF program, have been phenomenal in raising local funds and identifying those opportunities, and in bringing that source of funds into our system.

Normally, childcare funding is not a concern of bank presidents and major business leaders in our community. That is somebody else's problem. But once they realize that integral link to employment, they have been very active with corporate donations, and in United Way donations in really maximizing and leveraging those dollars. We would not be successful in drawing down our maximum federal match without that business leadership at the local level. So we are very proud of having that connection.

Mr. Isakson. I have one other question on that. For your people in that program who are going back to work and are utilizing the childcare, over time do they invest any money in the childcare? I mean, as they begin working and earning money, is there a cost to them down the line? Or is it all provided by the state?

Ms. Rath. No, sir. The only individuals who do not pay are our TANF recipients, and that is because it is prohibited. So there is usually a gradual increasing parent co-pay, so they are contributing. I think we have a belief that nothing that is free is truly valued. So we want to maximize that investment, we want ownership there. And it has been very successful for us.

Mr. Isakson. Thank you very much.

Chairman McKeon. Thank you.

Jamarr, how old are you?

Mr. Meyers. Eighteen, sir.

Chairman McKeon. And what school are you attending now?

Mr. Meyers. Roberts Wesleyan College.

Chairman McKeon. Great. Well, good luck to you.

Mr. Meyers. Thank you, sir.

Chairman McKeon. Sounds good.

Mr. Wegman. The bad news is he wants my job.

[Laughter.]

Mr. Wegman. And I think he is going to get it.

Chairman McKeon. The good news is he has got a long time, and you have got a long time.

[Laughter.]

Chairman McKeon. Mr. Andrews?

Mr. Andrews. Thank you.

Good morning to the panelists, and I think by the time he gets your job, that Wegmans will be an even greater force in the New Jersey market. We know that you are coming to New Jersey and doing well. We welcome you. And when you have a new CEO, we would especially welcome you.

I would like to thank all the panelists for their testimony this morning. I first became involved in this issue 16 years ago, when I was elected to county government in my county in New Jersey, and appointed private industry council (PIC) commissioner. So I have been through the PICs and I have actually been through CEDA. I was a CEDA employee in the summer job program as a high school student; appointed PIC council members; was still around when JTPA first came in; and participated five years ago in helping to write this law.

I want to congratulate each of you, and the private employment sector as well in this country, for the progress that you have made. You have taken the concepts that we have tried to integrate into the law and made them work in people's lives.

Welfare rolls are 53 percent lower than they were at the beginning of the 1990s, not always for the right reasons, but many times for the right reasons. And I think the absence of a lot of media this morning is evidence of the fact that we have a working, successful public program that doesn't engender a lot of controversy. What it does engender, though, is the need to move forward and improve. And that is what the purpose of these hearings is.

I must say that we do have to understand the context in which we are having this discussion: that the budget proposal that came from the White House this year called for cuts in the adult program by $50 million, the dislocated worker program by $166 million, and the youth program by $127 million. Now, I subscribe to the fact that efficiencies in the operation of the program can perhaps make up for some of that. But I hope that we are able to achieve an equal level of consensus on the need to put our dollars into these programs.

Mr. Stenslie, I was intrigued by your testimony about what we are not doing correctly with outcome measurements, particularly with respect to the TANF population. What would your position be on a change in the TANF outcome rules that would measure your success in placing people in jobs that meet certain criteria, rather than simply removing them from the welfare rolls? Do you think that would be a preferable outcome measurement?

Mr. Stenslie. We are advocating for that, yes. We would prefer to see that.

Mr. Andrews. One of the issues this Committee has been dealing with in welfare reform is exactly that. And Mr. Kind and some others on our side of the aisle have tried to work with the majority to write that into the new welfare reform law, so that is what you are measured on. We would like to see that happen as well.

Ms. Rath, I want to ask you about your ideas about the 50 percent employer match. My experience is that you are correct when you assert that there are some circumstances where a lower employer match would facilitate job placement better. I am concerned, though not in the case of Texas, necessarily, but in the case of the theoretical possibility of states and localities using the WIA funds as an employer subsidy, rather than as a job training impetus.

Two questions in particular: One is if we exceeded the 50 percent public share, would you favor the requirement that the employer enter into some kind of binding agreement to provide

employment for a fixed minimum period of time?

Ms. Rath. Yes, sir. We are very outcome-focused in our state, and in Texas we would like to be able to model it much after one of our state-funded programs, where we really require employment for a specified length of time at a specified wage before that last payment is made. We believe we have to have the employer buy in and we have to integrate it. And we believe that that long-term commitment is very important.

Mr. Andrews. Finally, for Mr. Barnicle, one of the concerns that I have is in the make-up of the Workforce investment boards, and I make no accusations here; I am a big fan of community colleges and voc institutes. But public entities that sponsor community colleges and voc schools place representatives of those entities on the workforce investment boards. Because the workforce investment board provides a ready source of federal dollars to offset local tax dollars to run the community college or the voc school, I have noticed a tendency to favor, and I don't have data that would validate this, necessarily, but I will bet if we looked at it is true, the community college or voc school over other means of custom training by employers, career schools, and so forth, not always for the right reasons.

What ideas do you have about making sure that there is a level playing field for competition among job trainers, so that this problem does not manifest itself?

Mr. Barnicle. Just two ideas. One is it seems to me it is the responsibility of the business leadership of the workforce boards and the responsibility of the staff of those boards to make sure that is not happening. The staff has to be high quality if it is going to work, to make sure that they recognize the potential problem that does exist.

The second thing I would say is that in the make-up of the workforce boards, I think the jurisdictions need to be very careful in terms of who they are putting on the board. I think Congress has to take a look in the reauthorization process at who gets to sit on the boards.

Mr. Andrews. I will just finish quickly with this. Would you favor a statutory requirement that a majority of the members of a workforce investment board be private-sector employers?

Mr. Barnicle. That is what the law requires currently.

Mr. Andrews. I realize it requires it. Functionally, though, would you favor a more robust iteration of that?

Mr. Barnicle. Probably.

Chairman McKeon. Thank you.

Mr. Hinojosa?

Mr. Hinojosa. Thank you, Mr. Chairman. And I also wish to compliment the panelists. I apologize that I couldn't be here from the beginning, but I was at another meeting.

I especially want to address my comments and compliments to Commissioner Diane Rath from my state of Texas. The work you are doing, I think, is a great improvement, through the workforce development board that we have in my district. And I read all of your testimony last night so that I would be prepared to address it. They have been calling us for a vote; we have about ten minutes to go. So I am going to be succinct and get right down to questions that would help us as we do the reauthorization for this program next year.

In your testimony, you speak about flexibility and waivers that you are requesting and recommending. I come from the world of business, and we like that the goal is the outcome measurement. But I was just looking at the labor unemployment rates for five years in the metropolitan statistical area of McAllen, Edinburg, and Mission in south Texas. And you mentioned in your comments, that we had 13.3 percent unemployment in July of 2002. Well, I think that it has been an embarrassment to the state of Texas that they have neglected the south Texas region for 35 years of double-digit unemployment. And just looking at the last two years, starting with January of 2001, 15.6 percent unemployment, to a low of 11 percent in May of 2001, and then the numbers that you gave, you can see that it varies from 11 to 15 percent in just the last two years.

So tell me, instead of making too many changes on what seems to be working in the workforce development board program, this WIA, why is it that regions like mine and others in the country continue to have a double-digit unemployment, and what can you do about it?

Ms. Rath. Thank you Congressman, I appreciate the question.

I really do appreciate and want to acknowledge your support and involvement with your local board. Without your support, I'm not sure that board would be in existence today. That has been critical to your area, and we are very appreciative and grateful of that.

I think you raise an extremely valid point, because I am very proud of what we have done under the last five years with redirecting resources to the border areas in south Texas. I agree they have been neglected. And that is one of the hallmarks of the flexibility that we now have. We really can direct resources. But I think many of my comments do go to the need to have greater flexibility, so we can address an inherent institutional inadequacy that exists. Right now, we are very limited, both at the local and the state level, on how we can maximize that investment and truly respond to local needs.

One area we are prohibited from is economic development investment. I truly believe WIA is an economic development tool that has to be maximized, and yet we are extremely restricted in how we can utilize these funds without outcome. So I think that needs to be re-evaluated very quickly.

I also think it is important that we have flexibility in the funding silos at the state level, so that I can redirect dollars that you need to your area. I have a cap of what I can access of 15

percent statewide. So I am very limited in where I can take funds from that are not being utilized and redirect them to those areas of desperate need. I have to wait two years before I can recoup those dollars from a local investment area, when I might know six months into the first funding year that they are not going to be spent and are not going to be obligated. And I cannot touch them for two years.

Mr. Hinojosa. If I may interrupt you because our time is running out and I am going to have to go vote. I want to say to you that I want to continue to work with you the way that we have worked during the last three years. I went out on a limb against the people that did not want to create the workforce development board, and we went around them and we made it happen.

However, I am very disappointed in the amount of money that is being paid to those who get the contracts to implement training. They make a 10 percent profit after paying expenses. And when you take a look at what they take off of the top, it is a third or greater. So the amount that really goes towards training our people is something slightly over 55 to 58 percent. And that needs to change. That is what was wrong in our public schools, and we got real hard on them through the Committee on Education and the Workforce here in Washington and in Austin so that more money would go to the students. The same thing has to apply to this.

So I am hoping that through you and our Committee, we can raise the level of importance and priority in not letting so much money go to administration and to profit. That is the only part that I am very, very concerned about, after watching how it works these last three years.

Mr. Chairman, I wish we could continue, but I think that the recommendations that they have are very worthy of our consideration and debate and so forth. But I do urge you to take a look at what I am expressing as a very high concern in my area by those of us who came from the world of business and want a trained workforce. We are beginning to get it. Truly, my region, as you well know, Mr. Chairman, had an increase in population of 48 percent. It was the highest growth area in the state of Texas. And so we increased our population to 640,000 just in the county of Hidalgo, and we have reduced it from over 20 percent down to 13.3 percent.

But that is not good enough. And the neglect by the Federal Government that we had in the past is now being corrected, and more federal funds, to the tune of a 218 percent increase in job training, has come into my area. That has made a significant difference. But it is still not good enough.

I say that we should take a look at giving Commissioner Rath some percentage or some amount that could be put into regions that have a lot of potential. We should be able to have a single digit in unemployment in every part of the state of Texas, instead of allowing the Texas border regions to have areas of over 20 percent, like we have in Stark County and other parts.

So again, it is a pleasure to see you here, Commissioner Rath, and I pledge to continue to work with you.

Chairman McKeon. Thank you very much. I want to thank the witnesses for being here today, and for your participation.

As the Congressman said, they have called us to a vote, so we will have to bring this hearing to a close. But I want to encourage you, as I said earlier, to stay in touch with us and work closely with us as we go through the reauthorization process, because you all have good things to bring to the table.

Thank you very much for being here, and this Subcommittee stands adjourned.

Whereupon, at 11:55 a.m., the Subcommittee was adjourned.

APPENDIX A - WRITTEN OPENING STATEMENT OF CHAIRMAN BUCK McKEON, SUBCOMMITTEE ON 21ST CENTURY COMPETITIVENESS, COMMITTEE ON EDUCATION AND THE WORKFORCE

STATEMENT OF THE HONORABLE HOWARD "BUCK" McKEON
CHAIRMAN
COMMITTEE ON EDUCATION AND THE WORKFORCE
SUBCOMMITTEE ON 21ST CENTURY COMPETITIVENESS

September 12, 2002
Hearing On:
"IMPLEMENTATION OF THE WORKFORCE INVESTMENT ACT: PROMISING PRACTICES IN WORKFORCE DEVELOPMENT"

Good morning. Thank you for joining us for this important hearing today to hear testimony on the implementation of the Workforce Investment Act. This will be our first hearing on workforce development issues as we look toward reauthorization next Congress.

In 1998, under this Committee's leadership, Congress passed the Workforce Investment Act to reform the nation's job training system that formerly was fragmented, contained overlapping programs, and did not serve either job seekers or employers well. WIA consolidated and integrated employment and training services at the local level in a more unified workforce development system.

The Act created three funding streams to provide for adult employment and training services, dislocated workers' employment and training services, and youth development services. These services are directed by the local workforce investment boards, which are required to have a majority of their members representing business.

One of the hallmarks of the new system is that, in order to encourage the development of comprehensive systems that improve services to both employers and job seekers, local services are provided through a one-stop delivery system. At the one-stop centers, assistance ranges from core services such as job search and placement assistance, access to job listings, and an initial assessment of skills and needs; intensive services such as comprehensive assessments and case management; and if needed, occupational skills training.

In addition, to further promote a seamless system of services for job seekers and employers, numerous other federal programs also must make their services available through the one-stop system. During consideration of the welfare reauthorization bill, the House made the Temporary Assistance for Needy Families program (TANF) a mandatory partner in the one-stop system, unless the Governor declines to do so. This will serve to further coordinate federal funding streams.

Clearly, the WIA system contains the federal government's primary programs for investment in our nation's workforce preparation. Even though the system is still maturing since its full implementation in July 2000, States and local areas have created

comprehensive services and effective one-stop delivery systems. In addition, the training services provided through WIA are invaluable in assisting adult workers in areas of the country facing skill shortages.

Nonetheless, there have been problems with the system resulting from the implementation of the law. For example, we have heard of the need to increase the contribution of the mandatory partners in the One-Stop Career Centers, to simplify the local and state governance process and to strengthen the private sector's role. Over the next year, we will examine all of these issues in an effort to enhance the system so that it will continue to meet the training and employment needs of the information-based, highly skilled, 21st century workforce.

One of the largest aspects that we will have to address is the ongoing problem of funding under WIA. For the last couple of years, the Department of Labor has recommended reductions for the workforce system due to the excessive carryover amounts in state coffers. While Congress has rejected these cuts, it has augmented the concern over the federal government's commitment to the system by rescinding funding from the dislocated worker program.

All of these funding reductions come at a time when the General Accounting Office (GAO) has reached the conclusion that the Department of Labor lacks accurate information for determining states' available funds, mainly because states report expenditures and obligations inconsistently and the Department does not consider obligations when it reports to Congress on available funds under WIA. The GAO also believes that states are on track to expend all of their funding in the statutorily authorized three-year timeframe.

Next year, the Committee will focus attention on addressing some of the funding and reporting issues raised by GAO. The Committee will explore whether this lack of information on strategies for better managing expenditures is subjecting states to reductions, thereby creating funding instability and inhibiting strategic planning.

Given that this system is implemented at the State and local level, I believe that it is critical that we hear from those in the field that work with these programs on a daily basis before we reauthorize WIA. As a result, in the near future, those in the field working with adults and at-risk youth will be able to log onto the Committee's website and make recommendations on improving the law. We have offered similar opportunities for both the reauthorization of the Higher Education Act (HEA) and the Individuals with Disabilities Education Act (IDEA) and have had great success.

Today we will begin the process of hearing from entities that oversee and direct the workforce development system – States, localities, and businesses. In addition, the Subcommittee will hear from an individual who works with a national organization that provides technical assistance on implementation. The witnesses will describe the transition to WIA since the law's enactment. We hope to learn of promising practices and how you have used the flexibility of WIA to drive workforce development in your areas. In addition, the witnesses will offer recommendations on reauthorization. The Subcommittee

welcomes your insights.

I now will yield to Congressman Tierney for any opening statement he may have.

APPENDIX B - WRITTEN STATEMENT OF BRUCE STENSLIE, DIRECTOR, VENTURA COUNTY, CALIFORNIA, WORKFORCE INVESTMENT BOARD, AND DEPUTY DIRECTOR OF THE VENTURA COUNTY HUMAN SERVICES AGENCY, VENTURA, CA

Statement of Bruce Stenslie

September 12, 2002

The Honorable Howard P. "Buck" McKeon
Chairman, Subcommittee on 21st Century Competitiveness
Committee on Education and the Workforce
House of Representatives

Good afternoon Chairman McKeon and Members of the Subcommittee. Thank you for your invitation to present comments today on the important matter of America's Workforce Investment system.

My name is Bruce Stenslie. I serve as the Director of the Ventura County, California, Workforce Investment Board and Deputy Director of the Ventura County Human Services Agency. As such I have the pleasure to represent both a progressive Workforce Board, dedicated to the highest ideals of system development, and a County whose Board of Supervisors has long advocated for welfare reform through a strategy that integrates workforce, education and economic development strategies.

Before I comment specifically on the Workforce Investment Act (WIA), I would like to provide a short background on our local workforce environment. Ventura County is on the south coast of California, just north of Los Angeles. We have a robust and diverse local labor market, with a current unemployment rate of 5.3%, out of a labor force of 429,000. Job growth has been steady and balanced, with a strong and stable agricultural workforce and growing opportunities in construction, services and retail trade. In contrast to trends throughout most of California and the nation, manufacturing continues to expand, with its high paying jobs contributing to our higher end household earnings. Just this past summer, a Forbes/Milken survey ranked Ventura County as the nation's 3rd most attractive market for business and careers, out of a total listing of 200 metropolitan areas. Notable on the negative side, however, Ventura County was just this month identified as the 19th most expensive housing market in the country, contributing to economic developers' concerns that housing affordability may become a damper on job growth.

Matching our diverse labor market, we have an extremely well represented and active Workforce Board, engaging some of the nation's most successful businesses and employers. Represented on our Board are Countrywide Home Loans, the largest home loan originator in the country; Los Robles Regional Hospital, owned by HCA, one of the nation's leading health care providers; WellPoint Health Networks, Inc., recently identified by Fortune Magazine as the nation's most admired health care company for the 4th consecutive year; and Procter & Gamble, to name only a few. We also benefit from

active and effective labor participation.

Our Workforce Board recognizes that our continuing prosperity is linked inextricably to strong national and local workforce system leadership. We want to thank your Subcommittee for your work in continuing to focus attention on how federal investments translate to services at the local level.

What guides our comments today is our recognition that our rapidly changing labor markets require an ever more integrated workforce investment system, continuously greater investments in career education, and that we must be equally attentive to the needs of both businesses and job-seekers in our work.

Our comments today focus on three issues: 1) what works in our local system; 2) some challenges to WIA implementation; and 3) recommendations on WIA reauthorization. The challenges and implementation items are taken up together, as we believe legislative attention and federal leadership can relieve each of the challenges.

I. SUCCESSES AND PROMISING PRACTICES: Our remarks here are not intended to champion our own cause, but rather to add to your Subcommittee's familiarity with some of the things that are happening under the aegis of WIA. We hope that you share our enthusiasm for what has been achieved by our nation's workforce system, and that you share our pride in what has been accomplished over the last four years.

1. Integrating welfare reform and workforce investment: Perhaps our primary achievement in Ventura County is that we have developed a fully integrated One-Stop Job & Career Center system for implementing both welfare reform and the Workforce Investment Act. We have done this not by emphasizing service to welfare clients, but rather by elevating welfare services to become an essential element of our comprehensive workforce system. Our implementation of this strategy has benefited enormously from the unflagging support and visionary policy direction of our County Board of Supervisors.

We want to emphasize that we have not turned our One-Stops into welfare centers. Our prevailing vision is to serve the workforce and education needs of the whole community, for job seekers and businesses alike, and we deliver this by working through the guidance of WIA for integrated One-Stop services.

We strongly believe that maintaining two separate employment systems—one for welfare recipients and one for every one else—is a colossal waste of money and ultimately ineffective. It is ineffective particularly for employers, who have no patience for searching through multiple publicly financed systems for workers, and ineffective for welfare recipients, who through

separate systems are not truly encouraged to move into the mainstream economy.

Three points help characterize our integration of welfare (Temporary Assistance to Needy Families, or TANF) and WIA:

· First, our One-Stops serve as the access points for TANF eligibility, ensuring that welfare participants are immediately afforded the full resources of the workforce system.

· Second, we use a single process for securing and delivering initial job search and preparedness workshop services through our One-Stop system, for clients as diverse as dislocated workers and welfare recipients. The services are customized for different client needs, but the delivery is through a single administrative structure. There is no segregation in the service strategy, either administratively or programmatically, driven by whether the client is a welfare recipient.

· Third, this administrative process operates under the policy guidance of the Workforce Investment Board, transferring significant policy discretion for TANF services to the Workforce Board and to our community's business leadership, far beyond what is contemplated statutorily. In this manner our Workforce Board and County Board of Supervisors truly engage in a partnership for advancing services to our client communities.

We would like also to take this opportunity to applaud your Subcommittee's continuing look into improving TANF and One-Stop services and encourage your Subcommittee to press further toward resolving conflicting program requirements through federal guidance.

2. Employed and incumbent worker training: We have had some excellent local success through the delivery of customized employed worker training. We emphasize the importance of employed and incumbent worker development for four essential reasons:

· First, by expanding our horizons to employed workers we more effectively assure that our Board and local One-Stop system engage the whole

spectrum of workers and employers, and not narrowly confine ourselves to "eligible" populations and entry workers. Neither employers' nor workers' needs are restricted in this manner; we need to assure that neither is our system.

· Second, our recent success in welfare reform has it such that well over half of our adult welfare recipients are working, but still on aid owing to low earnings. Our work doesn't stop when a welfare recipient or any worker is employed, but rather continues to help clients attain self-sufficiency and to become full participating members of the labor force. This requires a continuing engagement with employers and an emphasis with workers on understanding the importance of continuing career education.

· Third, as an element of our rapid response program, we are extremely interested and aggressive in layoff aversion, as an alternative to picking up the pieces after business closures and job loss. We have documented the prevention of layoffs by investing in business through employed and incumbent worker training, to improve their skills and to keep them employed.

· Fourth, everything we know about the changing workforce and economy is that continuing education and career growth is essential. Workers change jobs, and careers, at an ever-increasing frequency. Employers no longer demonstrate the same commitments to individual workers, and look to hire the right new skills as workplace needs evolve. Both workers and businesses need to recognize that—with these changes in our work environment—the key to success is an increasing investment in worker training. By such investments we improve job retention and reduce the costs of worker turnover.

We need to assure that the Workforce Investment Act offers every opportunity and option to expand efforts in incumbent worker training. If WIA funded activities and local One-Stop centers are not part of this equation then WIA will surely fail the test of relevance to our clients.

3. Business Enhancement Program and economic

development: One of our most successful programs is through a partnership with our local Economic Development Collaborative, to conduct a Business Enhancement Program. Through this program we identify businesses that might be at risk of failure, then assure they access the resources to continue as a viable employer. This business outreach partnership helps assure that our One-Stops are engaged with business, as a means to keep workers in place and to improve the capacity of business to accommodate workers moving into the labor force.

4. Targeted discretionary training programs: One of the most encouraging elements of WIA is that it delivers a strong measure of discretionary funding to states, allowing for and encouraging innovation in responding to local workforce needs. We believe it is out of this component that some of the best achievements have been delivered.

Following some strong statewide workforce leadership in California we have used discretionary funding to respond effectively to issues raised by local businesses and workers. Some examples follow:

- Caregivers Training Initiative: Part of a larger statewide initiative to respond to the needs of our aging population, this program recruits and trains clients to enter into and advance in the field of home health care and the related professional and technical medical occupations. In Ventura County alone this project has resulted in the training of over 70 clients to advance through career ladders to better paying occupations and at the same time responds to a shortage of workers in service to our older Americans.

  This project is now expanding in Ventura County into a broader Medical Career Ladders Initiative, to address the broader spectrum of nursing and technical professions in the medical industry. As your Subcommittee is aware, the shortage of nurses and other technically trained medical professionals has reached crisis proportions. Discretionary WIA revenues are serving not only to fund the training of workers, but to drive systemic change resulting in our community's improved capacity to respond to this need.

- Technology to Teaching: This project assists laid

off high technology workers transition into new employment as teachers, particularly in the high demand fields of science and mathematics. The initiative is not only effective for its re-employment service, but because it responds to a critical shortage of math and science teachers in California's schools. Again, WIA resources are being targeted to where need and opportunity collide. Over 30 dislocated workers just recently entered this program in Ventura County, with many more qualified applicants continuing to express interest. Statewide this program will contribute to the development and credentialing of hundreds of new math and science teachers.

· Home Builders Training Initiative: Currently under development for implementation this fall, this initiative was born by the recognition of both labor and builders organizations that we are not adequately developing a trained workforce to keep pace with industry demand and opportunity. In partnership with Ventura Community College we are starting a new pre-apprenticeship program that will both train workers where demand is immediate and prepare clients for longer-term career opportunities through labor apprenticeships.

What these initiatives demonstrate is that the targeting of resources to specific needs and opportunities in local labor markets can provide a strong return on investment. One of the difficulties of the WIA is that in its "universal access" emphasis it requires our One-Stop systems to "be all things to all people." While we believe it is beneficial to create this baseline network, we are concerned that our resources will not be adequate to respond to specific needs and opportunities as they arise. The discretionary funding component helps assure that we can respond.

Along this vein we would like to give credit to the Labor Department for its recent establishment of its Business Relations Group, for the purpose of partnering with business to address specific industry training needs and opportunities. Initiatives through this new office have helped us in our local area respond both to some extraordinary hiring opportunities with Home Depot's recent expansion and with HCA Healthcare, for responding to the national shortage of nurses and other technically trained professionals in the health care industry.

5. Youth development: This is an area of service in California that the Workforce Investment Act has truly helped transform into the highest ideals of system development and service integration. Some 29 of California's 50 Youth Councils (with more joining every day) have taken on the systems building challenge of WIA and recently participated in a new Youth Council Institute, through which our local systems receive leadership training on implementing comprehensive youth development systems. Our own local Youth Council is extremely well represented from throughout the community and active in program and policy initiatives, assuring that our WIA investments are complementary to and leverage other revenue sources, from as diverse as juvenile justice to services for disabled youth.

Resulting, for example, from our targeting of services in response to local need, our youth services system enrolled 218 youth with disabilities, out of 764 total, or 28.5%. This service profile demonstrates that our system is effective in filling a locally identified need for serving youth with significant barriers to education and career advancement.

Recently our Youth Council absorbed the best of our last decade's School-to-Career efforts toward linking our local business and education communities. This joining of efforts is helping to assure that our educators are aware of business needs and our youth are exposed to opportunities in mentoring, job shadowing and to the values of life long learning. In Ventura County, local businesses and the Chambers of Commerce are strong partners with educators, addressing the long-term question of whether our local education system is responsive to the changing needs of business and of workers in the new economy.

6. Workforce Boards as leaders in community advocacy and policy: One of the most important agendas taken on by our Workforce Board is to advance our community's education and dialogue on workforce issues. One means of advancing this agenda is through the development of a coherent picture of the local workforce, specifically the production of a comprehensive local State of the Workforce Report. This document will for the first time in a single volume provide a baseline of information on the local workforce that will serve both to support and spur on meaningful dialogue about how essential a trained workforce is to economic vitality.

Our first State of the Workforce Report will be unveiled and serve as the centerpiece this October to our community's Business Outlook Conference, sponsored by our County's

primary business advocate organization, the Ventura County Economic Development Association. This event draws over 300 community leaders annually and is our area's single most important forum to address our local business climate. The Report addresses a full range of issues on the labor force, including demographic profiles, analyses of income distribution, availability of adequate child care and of various public assistance resources. The Report also addresses how workforce policy and labor markets are impacted by the cost and availability of affordable housing and transportation networks. Not just a statistical compilation, the Report is analytical and focused on the health of our workforce environment.

This emphasis on the production of data, research and analysis is matched by our Workforce Board's emphasis on the delivery of a broad spectrum marketing approach, both to inform potential clients about specific services and to educate the community that business leaders, educators, labor and economic development leadership are united in advocating for a strong workforce system and for expanding opportunities for workers and businesses.

This kind of workforce leadership activity, while allowable prior to WIA, was certainly not the norm, as prior emphasis was more narrowly on service delivery and not the development of comprehensive systems. This new Workforce Board leadership under WIA, along with new integrated One-Stop service strategies through broad community partnerships, are the foundations of WIA's success.

II. CHALLENGES AND OPPORTUNITIES IN REAUTHORIZATION:
In the following, barriers to success and reauthorization items are taken up together, as we believe legislative attention and federal leadership can relieve each of the challenges.

1. Improve alignment and coordination between multiple funding sources and programs:

a. Align reporting and outcome requirements between TANF and WIA:

One of our greatest concerns is that these two programs, though sharing in the goal of helping individuals obtain long-term self-sufficiency through employment, in fact have very different rules for program participation and reporting. While we support the primary strategy of moving welfare recipients quickly into workplace attachments, we

are dismayed that our WIA workforce systems are often constrained from engaging welfare recipients into appropriate basic and career education.

We strongly recommend that when a welfare client is enrolled into WIA sponsored training, the client should be exempted for the duration of the training from the TANF mandates for minimum hourly employment requirements. We are not recommending that we abandon the default commitment to work first strategies; rather, we are advocating that when our workforce system concludes that initial training is the right path to self-sufficiency, the rules should allow our workforce professionals to deliver that service. If training is the recommended workforce solution, and we have as a goal to deliver a seamless service to our client communities, then we should not restrict a client's access to training simply because they are a TANF recipient.

b. require more effective local engagement by all One-Stop partners;

The Act should be amended to require more effective local engagement by all One-Stop partners. Currently, local Boards and administrators have little to no leverage to require local participation, and few incentives to offer those who do engage. The result of this non-participation is that WIA dollars pay an extraordinary share of One-Stop infrastructure costs for core services, leaving little revenue for training. Though the number of workers and businesses accessing our Centers is astronomical (we are serving over 6,000 unduplicated clients monthly in our One-Stop system), we see reports out of WIA that show declining outcomes in training, leading policy makers to conclude there is a declining return on investment. In addition, with One-Stop partners not fully participating in the local One-Stops, training that is achieved through non-WIA revenues is not reported through the WIA system. Though successful in the field, the reported numbers lead to a different conclusion. Federal leadership on this will be essential to move many of the partner agencies into better One-Stop engagement.

The primary challenge in WIA is that even as far as the Act has gone toward encouraging multiple program partnerships through the One-Stop system, we still ultimately maintain completely separate funding, reporting and administrative systems. Over the long-term this may ultimately erode the current advances in One-Stop partnerships, which have, to be fair, been considerable. We believe that one of our most important local successes has been the partnership environment and leveraging at our One-Stop Centers. At the same time, we are aware that funding from other than WIA revenues must in greater measure contribute to the One-Stop infrastructure.

2. Improve funding to support the One-Stop infrastructure and to deliver needed training: Though it is not technically part of reauthorization, your continuing support for adequate funding is essential. As a representative of a local area, we are encouraged by the recent GAO report that documents that WIA revenues are being spent in the field.

One extraordinary problem we experience is the chronic under-funding of the Adult Services stream. Given the new emphasis on universal access, and its broad array of core services for all clients who enter our doors, we need more support to assure we can provide an adequate baseline of services, and still fully invest in worker training and re-training.

With the implementation of WIA the law vastly expanded the requirement for local areas to serve local populations, yet we have been provided virtually no new financial resources to carry out this new service obligation. We believe absolutely that we are better off in the new workforce system with this broader mandate. We are equally concerned, however, that without additional funding it is inevitable that there will be a drop off in WIA funded training investments. There simply is not enough money to provide a baseline of services for the growing target population and provide the same level of training. Increased federal investment through WIA formula revenues is one part of the solution; improved levels of "mandated One-Stop Partner" investments in the One-Stop system is the other. Both of these solutions require strong federal leadership.

3. Reduce or eliminate current restrictions on employed and incumbent worker training:

As noted elsewhere above, one of the areas we believe holds the most promise for assuring that WIA becomes essential for the advancement of workers' and business' needs is the option to provide employed and incumbent worker training. While this activity is allowable, it is in the end highly constrained by language in the Act and implementing regulations.

There is no need for these restrictions, as there is elsewhere in the Act, under the Adult program, for example, language that directs local Workforce Areas to establish and certify that local policy prioritizes service to clients with the greatest barriers to success. Other sections of the Act rightly require that we document through policy debate what should be the upper pay range a worker may fall within and still be eligible for the receipt of WIA services. If there is concern that local areas will somehow abandon services for those out of the labor force—in a rush to invest in employed workers—we believe the concern is profoundly misplaced. As noted, numerous other safeguards on this are in place and will continue. Our concern should instead be that WIA resources are allowed to be delivered to benefit a broad spectrum of worker and business needs.

Strong federal leadership expressed through the reauthorization of WIA could remove the unnecessary restrictions to employed and incumbent worker training.

4. Improve the performance measurement/accountability system: Our recommended adjustments here are not to reduce the Act's emphasis on accountability, but rather to address the current system's deficiencies. Three specific opportunities for positive change include:

> **a.** System outcomes: Our primary concern is that the current system fails to address any comprehensive system outcomes, and is wholly blind to the Act's requirement to provide "core services" to all clients who enter our One-Stop system.
>
> The current set of 17 mandated measures fails to address the workforce system as a whole, and focuses instead on individual program elements. This is especially problematic given that enormous effort and resources are taken up creating the infrastructure for the universal access component of WIA core services. WIA is all about the development of comprehensive systems, transcending the important but ultimately narrow focus on specific program

interventions. We are not recommending the elimination of the current program measures, only that we also recognize and measure the other systemic achievements of our networks relating to system development.

In Ventura County alone we have some 70,000 unduplicated visitors to our One-Stops annually, yet none of the current federal reporting or performance measures recognize this extraordinary system vitality. The Act directs the creation of this system, then maintains a performance measurement system that has not evolved along with the system development. Your Subcommittee could remedy this in reauthorization by directing the Labor Department to develop appropriate system measures in consultation with local Workforce Boards and One-Stop Operators.

b. Business outcomes: Not only is the performance measurement system lacking in system measures, it almost completely fails to recognize that our outcomes must be responsive to business needs. Only one of the current 17 measures—employer customer satisfaction—addresses a business perspective. While the other measures are not anathema to business interests, the measures are wholly focused on job-seeker and trainee outcomes. This must change if we are to take seriously the position that the two equal customers in our workforce system are workers and the businesses that hire them.

c. Outcome measure adjustments for client populations served: It is extremely odd in our that the WIA requires that we "prioritize" services, for example, under the Adult program, to "hard-to-serve" client populations, but then does nothing to recognize the mix of clients served in calculating performance outcomes. The result is there is no incentive, nor reward, for serving clients with difficult barriers, and every incentive to not. This is easily fixed. Adjust the Act to require more specifically that the Labor Department, States and local areas take into consideration client characteristics in negotiating and calculating final performance levels.

5. Adjust youth program eligibility to match adults: One of the greatest advances of the WIA was to eliminate the strict income eligibility test for Adult program services. The Act does not abandon for adults our attention on the disadvantaged, and still safeguards that attention through requiring our "priority" focus remains on those with the most need. Status of "most in need" and "at risk" characteristics can be determined by looking at other indicators aside from income. Unfortunately, none of these innovations were carried over to the youth program, where strict income eligibility tests still dominate program outreach and delivery.

In California, and Ventura County specifically, our Youth Councils are adopting the proven-effective elements of Youth Development as our guiding principles, pledging to create a new "All Youth, One System" approach for the betterment of our communities. Yet, with the strict income eligibility requirements we rarely can deliver on this goal, and routinely turn away youth who can benefit from our services, only because they fail to fall under certain, though arbitrary, family income standards.

We strongly recommend that the WIA amendments address this problem and either adopt for youth programs the adult program eligibility structure, or allow local boards the flexibility to define youth eligibility guidelines consistent with local needs, still attentive to clients with the greatest barriers to success.

Thank you for the opportunity to present this information for your Subcommittee's consideration. We hope that we have provided some insight into the kinds of achievements the Workforce Investment Act has supported over the last several years. We believe the Act and the nation's workforce system can be strengthened even more through WIA reauthorization and some minor but significant adjustments as noted above.

Should you have questions or comments, I would be most happy to respond. I may also be reached as indicated below.

Sincerely,

BRUCE STENSLIE

Administrative Director
Ventura County Workforce Investment Board and
Human Services Agency

APPENDIX C - WRITTEN STATEMENT OF DANNY WEGMAN, PRESIDENT, WEGMANS FOOD MARKETS, INC., ROCHESTER, NY

Testimony of Mr. Danny Wegman
President, Wegmans Food Markets, Inc.
Rochester, New York
Before the
Subcommittee on Twenty-First Century Competitiveness
House Committee on Education and the Workforce

Hearing on
"Implementation of the Workforce Investment Act: Promising Practices in Workforce Development"

Thursday, September 12, 2002
2181 Rayburn House Office Building
Washington, D.C.

Thank you Chairman McKeon and the other members of the Subcommittee for inviting me to testify today on this important topic. My name is Danny Wegman, and I am the President of Wegmans Food Markets, a company headquartered in Rochester, New York and doing business in five states. Our family-owned company has been in operation for over 80 years and we are proud to be consistently recognized as one of the best 100 companies to work for in America. We now have 78 stores that employ more than 30,000 people. Not surprisingly, Wegmans relies heavily on youths to staff our stores. Because we recognize that there is a cost in failing to retain talented people, and because of our dedication to youth and education, we decided to do something to positively impact our retention of youths and our community.

What ultimately evolved from our efforts was a model, the Work-Scholarship Connection ("WSC") Model, which we implemented in 1987. Since implementing the WSC Model, nearly 14,000 employees have received over $43.6 million in college tuition assistance. Implementation of that Model not only helped the community at large to transform the workforce of the future and increase the community's ability to compete in a global economy, but it impacted our bottom line. The cost for each student to participate in WSC is approximately two thousand five hundred dollars ($2,500.00). When that cost is compared with the cost of training new employees, which is approximately four thousand dollars ($4,000.00) with more than ONE HUNDRED PERCENT (100%) attrition rate among youths not participating in WSC, it simply made good business sense. Coupling the business incentives with the long lasting positive impacts WSC has had on its participants and the community, the Model is something we cannot ignore.

That is why I am here. I believe the Model we have been developing over the last fifteen years exemplifies the principles and the legislative intent of WIA. As an employer, we have found no other Model – despite researching and funding many efforts – that effects systemic changes and achieves the results that the WSC Model achieves.

More than at any time in our nation's history, workforce success is directly tied to systemic goals and must focus on youth meeting academic standards, occupational skill attainment through work experience and the capacity to build strong relationships.

In Rochester, New York, and in the other areas in which we do business, we encountered pockets of poverty. In one community the affluence of certain sub-communities is starkly contrasted with those where people are poor, lack positive role models and where little, if any emphasis is placed on education. For example, in Rochester, our education system was in crisis. For every two students who graduated high school, one dropped out. Fully, one-quarter of the adults between the age of 25 and 40 failed to even obtain a high school diploma; and, one in five 19-year-olds was unemployed. Against this backdrop, the WSC Model achieved positive measurable results.

We initially believed that WIA would help us to expand WSC and that employers, as a whole, would benefit from the WSC Model. There are, however, some barriers that stalled our progress and the execution of your intent in enacting WIA.

Let me take a step back and briefly describe the key principals of our WSC Model, share with you one profile – although there are literally thousands of profiles that I omit, in the interest of time – and then finally, conclude by asking for your help to first reauthorize WIA and incorporate changes to the Act that will allow WSC and others to transform our youth and future workforce.

Work Scholarship Connection is a program with quality results

Our program uses an early intervention strategy that establishes a holistic support system for "at risk" youth beginning as early as grade 6. Youth are provided with an adult advocate all the way through high school graduation. Services are focused on providing youth with guidance in school, home and in the workplace. The Youth advocate is essential to a student's success. We estimate that of the 1,000 students currently participating in the WSC program, all of whom have advocates, five hundred (500) would fail without the one-on-one intervention of an adult advocate.

WSC youth are expected to graduate high school (meet or exceed learning standards), complete job readiness training, participate in community service, obtain employment that will lead to future career opportunities and pursue post-secondary learning opportunities.

Youth who have successfully maintained a minimum of 2.0 GPA and a 90% attendance rate, along with meeting on-the-job performance standards, are given a Wegmans Scholarship Award of up to $1,500 per year towards a degreed college program.

Here are a few statistics, which demonstrate WSC's success:

1. 1000 current program participants

2. 80% of program participants graduate High School contrasted with the 44% graduation rate in the

Rochester City School District

3. 80% of those that graduate High School gain entrance into post-secondary programs

4. 80% of those that graduate High School remain employed with Wegmans

Statistics cannot, however, speak for themselves. Jamarr Meyers, who is seated beside me, participated in the WSC and continues to work for Wegmans. Jamarr would be happy to tell you, in his own words, what the WSC has meant to him and how it has contributed to his success. Jamarr just started college this fall.

Our program has had a profound impact on employers in New York and in our community. We have seen an increase in High School graduation rates, which has lead to a higher skilled workforce. The program has developed positive role models for the next generation in our community. Youth are ready to face the challenges of higher skill demand required in today's workforce, build on leadership skills and form positive relationships with others and can make informed decisions impacting future outcomes. The program has also led to a decrease in turnover related costs. Finally, the program has allowed our community to shift money spent on the juvenile justice and welfare systems to early intervention programs with proven results like the Work Scholarship Connection.

The success of Work-Scholarship Connection program model is dependent upon a consistent source of funding.

Since the program was initiated in 1987, Wegmans has invested more than $40 million in the program. However, to expand it to other companies in our community, a wider variety of funding partners was necessary. Currently, WSC relies upon funds from a number of sources:

- Corporate sponsors
- New York State TANF funds
- WIA Funds
- Monroe County/City of Rochester
- United Way

The State of New York TANF funds (received from the Teen Works Grant) is a multi-year funding stream and an example of how proper funding can make this program grow and should be used as a model for WIA.

This type of funding, the success of students like Jamarr, the systemic positive impact to the community are bur a few of the reasons I fully support reauthorization of WIA with amendments.

RECOMMENDATIONS TO STRENGTHEN WIA

1. Employer Input and Involvement: employers must have a central role in State and local WIBs and local Youth Councils. Employers are expected to provide employment opportunities. In order to ensure that WIA-funded programs meet employers' needs, WIA should mandate a majority representation for employers at all levels: State and local WIB and local Youth Councils. Additionally, employers should be given incentives to participate through direct tax credits or payroll transfer.

2. Eligibility and Inclusion: WIA Reauthorization should be amended to meet the dual goal of simplification and inclusion. This will address non-participation attributable to a family's inability to complete paperwork, despite eligibility; and will ensure that more youths in need of job preparedness intervention receive those services. Examples of how WIA can simplify its eligibility requirements are listed below:

- More flexible proxy measures to be used to determine income eligibility, e.g., school lunch eligibility, service to youth from schools with high concentrations of poverty, service to youth in low-performing schools
- Allow the State WIB to set state criteria

3. Funding: In order to ensure maximum employer and community participation, multi-year funding should be guaranteed to those WIA-funded programs that demonstrate measurable performance, in accordance with guidelines issued by the local WIB and Youth Council.

I believe that Wegmans, through fifteen years of intervention with youth, has developed a model that exemplifies WIA's intent. I again invite you to study the Work-Scholarship Connection model in the hope that you will help Wegmans and other employers to help more youth and build a future workforce that will effectively compete in the global economy.

Executive Summary

Recommendations:

1. WIA Reauthorization, including amendments to enhance employer input and provide employer incentives

2. WIA Reauthorization, including amendments to simply and broaden participation

3. WIA Reauthorization nationalizing Wegmans Work Scholarship Connection ("WSC") Model, or similar model, that demonstrates measurable positive results

Employer's Perspective:

More than at any time in our nation's history, workforce success is directly tied to systemic goals and focus on youth meeting academic standards, occupational skill attainment through work experience and the capacity to build strong relationships.

- Youth job preparedness is critical
- Wegmans' WSC Model effectively prepares youth to hold and progress at a job
- WSC executes WIA's legislative intent
- WIA should be reauthorized and amended to replicate the measurable results produced by WSC

Request and Invitation:

We seek Congressional assistance to help us – as an employer of 30,000+ people, a significant employer of youth and a company that believe in community – transform tomorrow's workforce. We believe we can do that by replicating the success achieved by WSC and we invite you to study the Model and the Program.

APPENDIX D - WRITTEN STATEMENT OF DIANE D. RATH, CHAIR, TEXAS WORKFORCE COMMISSION, AND COMMISSIONER REPRESENTING THE PUBLIC, AUSTIN, TX

Testimony of Diane D. Rath
Chair and Commissioner Representing the Public
Texas Workforce Commission
Before the House Subcommittee on 21st Century Competitiveness
Committee on Education and the Workforce

September 12, 2002

Good morning, Mr. Chairman and members, I am Diane Rath, the Chair of the Texas Workforce Commission and the Commissioner Representing the Public. The Commission consists of three full-time commissioners, and also includes commissioners representing employers and workers.

I appreciate the opportunity to speak to you today about reauthorization of the Workforce Investment Act (WIA). This landmark legislation brings together employers and workers in a system that meets the needs of both groups. By matching jobseekers with the occupations in demand in a particular area, Congress eliminated prior programs that provided training without consideration to the needs of employers, resulting in well-trained but unemployable individuals.

The WIA is an essential part of our system in Texas. Actually, through the foresight of then-Governor George Bush and the Texas Legislature, we instituted services similar to those available through WIA in 1995, three years before the WIA became law. The Texas Workforce Network, consisting of TWC and local workforce boards, offers a seamless delivery system for all employers and jobseekers, regardless of their background or job status. If you go into one of the 266 workforce centers and satellite offices throughout the State, you will not see unemployed people, welfare clients, veterans, ex-offenders or employers, although all of those people are present. You will just see people being served through an integrated system. About 1.5 million job seekers receive employment services through our local workforce centers each year.

Texas is one of the few states in the country with such a consolidated system, and it has been a tremendous success. We bring together clients seeking work under several federal programs, including WIA, Temporary Assistance for Needy Families, Food Stamp Employment and Training, the Trade Act, veterans assistance, and child care. We have an outstanding record of serving adult TANF recipients, and Texas has received high performance bonuses totaling $69.4 million from the U.S. Department of Health and Human Services in each of the past three years, as we placed in the top ten states for job placement. We have also received two consecutive WIA Incentive awards from the U.S. Department of Labor for a total of $6 million.

Our system is a success because businesses and industries view the Network as a viable solution to workforce needs. Business is a primary customer of our system. Our challenge is increasing business use of our system. We need performance measures that are more reflective of serving employers.

States should have a greater policy role and more flexibility to meet local community needs. States need to be able to shift funds to meet these needs. The governance structure of state councils and local workforce boards must be simplified. States should be able to use workforce investment resources as an economic development tool. Workforce development is a building block of economic development. WIA has resulted in an economic system with social benefits, not a social system with economic benefits.

The system must focus on outcome, not process, measurements. We must be able to listen to the customer and design our services to meet those needs. We need to establish a core set of common performance measures such as employment, retention, and earnings that would apply across partner programs. We also need to create common definitions and reporting formats that encourage common state and local reporting systems for one-stop partner programs. We need to encourage co-enrollment among programs to maximize available training and related resources and avoid duplication.

BLOCK GRANTS

The combination of an employer-driven and locally controlled system is best exemplified through the funding provided to workforce boards. Texas is unique in the fact that we block grant funds under five federal programs to the local workforce areas through contracts with the boards. Our state law, which a WIA grandfather provision allows us to continue to use, directs us to use the same federal formulas used to distribute money to the states, to the extent possible. Otherwise, TWC develops a needs-based formula to allocate funds. This process changes TWC's traditional role from one of a state agency service provider to one heavily involved in board oversight. TWC also provides program monitoring and technical assistance to ensure that services are properly delivered and federal and state performance measures are met.

When other state agencies are partners with TWC in workforce centers, those agencies pay for their staff but do not otherwise contribute to the management of the centers. The glue that holds the partners together is the Wagner-Peyser Employment Services. However, these funds have been held flat for many years. In Texas, we only receive about 32 cents for every dollar in FUTA taxes paid by Texas employers. That's why Texas is very supportive of the Administration's UI/ES reform proposal. With this reform, Texas employers can receive the services for which they are paying, but not receiving, and all Texans can access a wide range of quality services in our one-stop environment.

CHILD CARE

Child care is an essential part of our system and Texas' economic development infrastructure. Child care services are accessible at centers and through toll free numbers, giving low-income Texas families easy access to those services. On an average day, we

serve more than 100,000 children, allowing parents to enter and stay in the workforce. Employers tell us that the availability of child care benefits them by decreasing turnover and improving the productivity of workers. It also allows parents to retain jobs and become self-sufficient, thus setting a good example for children – our future workforce.

FLEXIBILITY AND WAIVERS

The states need additional flexibility to help employers recover and workers regain jobs. The restrictive formula allocations in WIA, however, limit the assistance that states and local workforce areas can provide. Local needs for Adult, Dislocated Worker and Youth funding are different, and one-size-fits-all truly does not fit in a large and diverse state such as Texas. Some areas have low unemployment rates -- Bryan-College Station, the home of Texas A&M University, currently has the lowest in Texas at 2.2 percent -- thus making the required expenditure of Adult and Dislocated Worker funding difficult. What this local area needs is more Youth funding.

Likewise in the Rio Grande Valley, the unemployment rate in the McAllen-Edinburg-Mission MSA stood at 13.3 percent in July 2002, the state's highest. Despite this high rate, the area does not need additional Dislocated Worker funding or Youth funds, but instead needs funding to upgrade the skills of Adult residents in the area to enable them to meet employers' needs.

Similarly in the Dallas area, with unemployment at 7.2 percent, the local workforce board does not need Adult funds, but it desperately needs Dislocated Worker funding in order to respond to the needs of the employers and residents in the area.

WIA does not allow the state to design flexibility into formula allocations, but instead tracks much of the Job Training Partnership Act (JTPA) methodology that dates back to 1982. The nation's labor market has changed significantly since 1982. By enacting WIA and repealing JTPA, Congress sent a strong signal about the sweeping changes it expected to occur in America's job training systems, making them truly employer focused. However, some of the vestiges of the old system remain, creating difficulties in states' implementation of WIA.

We are taking advantage of the WIA waiver provisions, and have submitted requests for five waivers to DOL. Texas would like to:

> Change the required 50 percent employer match for customized training and instead use a sliding scale for the match, based on certain desirable quality characteristics of the training and the transferability of the skills to be obtained by the worker.
>
> Waive the employment and wage performance reporting requirements for the training programs of eligible training providers that are also approved by the Texas Higher Education Coordinating Board. These programs are already exempted from submitting performance data at the time of the initial eligibility application. The waiver would apply to specified performance data

upon subsequent eligibility applications.

Eliminate the 20 percent limitation on transfer of WIA funds between the Adult and Dislocated Worker programs, allowing unlimited transfer of funds between programs. This will ensure that the critical workforce needs of local communities are met.

Allow local workforce boards to use the Eligible Training Provider system to secure training providers for Older and Out-of-School Youth, waiving the requirement to competitively procure training providers for these two youth populations. This waiver will improve the access youth have to services through workforce centers and expedite the process of providing those services.

Waiver of the 15 percent limit on WIA Statewide Activities. The reserve amount above 15 percent would be distributed to the Boards so they will have the capability to respond to the local labor market and develop creative projects designed to meet employers' needs. Administrative costs would remain at or below the current five percent state level.

Each of these waivers will improve our services for the affected populations, allow the Texas boards to respond to local economic conditions, and facilitate matching employers with jobseekers. We appreciate the consideration that DOL is giving to these waiver requests, and are in the process of developing additional waiver requests to streamline and improve our system. We urge you to continue the waiver option in the reauthorization legislation.

As a further step, the workforce development system could be greatly improved by the integration of federal programs. Different definitions for common populations, different funding cycles, and different performance measures result in competing priorities at the local level. The lack of integration causes administrative complexity, and increased administrative costs, and diverts the focus from providing quality, effective services to the nation's employers and residents.

EDUCATIONAL ISSUES

Another example of the need for improved integration among federal programs relates to the adult education program under Title II of WIA. Thousands of garment workers have been affected along the Texas-Mexico border as the textile industry has moved to other countries. The workers left behind may receive assistance under the Trade Act, but the adult education services provided are intended to help the worker get his or her high school GED without consideration of workplace skills. The result is a worker that may have improved English skills but is still unemployable. While this is a Texas-specific example, other states may have similar situations. Adult education programs should prepare a worker to go to work, to continue to be self-sufficient, instead of leaving that person better educated but still unemployed.

Another implementation difficulty has arisen recently with changing interpretations by educational agencies on confidentiality of student enrollment data, probably known to many of you as FERPA (Family Educational Rights and Privacy Act). As you may know, WIA called for increased accountability by education and training providers, and directed states to set up performance reporting systems that evaluate graduates' outcomes in the workforce. To do this, workforce agencies use the wage records reported by employers quarterly to compare with the enrollment and graduation records at educational institutions to determine whether the student was employed in the field for which he was trained. This disclosure – for reporting to oversight federal agencies and to the Congress, not for public disclosure -- is one of the hallmarks of WIA, to instill accountability in the use of taxpayer dollars for training purposes. No longer are public funds used to pay for training where jobs don't exist. Training can be provided with WIA funds if it meets the requirements of employers within industries and for occupations and jobs that have been targeted by the local workforce board in its annual plan.

The information provided via student records is not intended for use to reveal how an individual student performed in class, but rather to disclose how effective the training provider was in preparing students for the world of work. The reluctance of our education partners to share this data with workforce agencies makes it difficult to assess the performance of the WIA funding within the country's higher education system, and challenges the procedures by which Congress can assess the effectiveness of the entire workforce investment system.

The accountability provisions of WIA have strengthened the performance outcomes relative to the use of our WIA training funds. However, the reporting requirements are so burdensome that we are losing some of our state's most valuable training providers -- our community colleges. While we want to ensure that WIA participants receive training for jobs that exist, we must also ensure that participants can choose from a broad array of programs and providers. Relief during WIA reauthorization from excessive reporting requirements on training providers would be welcome to these important partners.

YOUTH

All federal youth programs should focus on a strong educational background which would result in long-term attachment to the workforce and lifelong learning. We need to improve the activities that connect our youth with the local job market and promote youth development. There must be increased coordination among all programs serving youth. One integrated coherent strategy with meaningful outcomes is an overarching necessity.

CLOSING

I appreciate the opportunity to appear before this Committee today and hope you can see why we are proud of our accomplishments in Texas. We believe we have built a strong foundation for our reformed workforce system and look forward to new opportunities to build programs that will serve Texans better.

Again, thank you for allowing me this opportunity to testify today. I would be happy to

answer any questions you might have.

APPENDIX E - WRITTEN STATEMENT OF TIMOTHY BARNICLE, CO-DIRECTOR, WORKFORCE DEVELOPMENT PROGRAM, NATIONAL CENTER ON EDUCATION AND THE ECONOMY, WASHINGTON, D.C.

STATEMENT OF TIM BARNICLE
CO-DIRECTOR
WORKFORCE DEVELOPMENT PROGRAM
NATIONAL CENTER ON EDUCATION AND THE ECONOMY
BEFORE THE
SUBCOMMITTEE ON 21ST CENTURY COMPETITIVENESS
COMMITTEE ON EDUCATION AND THE WORKFORCE
U.S. HOUSE OF REPRESENTATIVES
WASHINGTON, D.C.

HEARING ON "IMPLEMENTATION OF THE WORKFORCE INVESTMENT ACT: PROMISING PRACTICES IN WORKFORCE DEVELOPMENT"

SEPTEMBER 12, 2002

Chairman McKeon, Representative Tierney, and other Members of the Subcommittee, thank you for the invitation to appear before you today, to offer my thoughts on the progress of our nation's workforce investment system in implementation of the Workforce Investment Act of 1998; and to provide you with some glimpses of promising and best practices that we have observed through our work at the National Center over the past several years.

Few times in our history can I remember a period when the nation's workforce investment efforts have been more important, both to individual workers and their families, and to the U.S. economy overall. Over the past year, the newly reformed workforce investment system has risen time and time again to meet extremely difficult demands - whether addressing the economic and worker dislocation that occurred as a result of the tragic events of September 11, 2001; or in meeting the needs of the hundreds of thousands of dislocated workers who have lost their jobs as a result of the continued economic downturn.

During this time of economic and labor market uncertainty, when historic numbers of workers are experiencing job loss at the same time as certain sectors of our economy are still experiencing skilled worker shortages that threaten their ability to compete - we must be more determined than ever to build a comprehensive workforce investment system that provides workers with the skills that employers need. This skills gap as we have come to know it, threatens U.S. competitiveness and the attainment of the American dream for far too many U.S. workers and families. Furthermore, it threatens the American way of life for all of us in the future if it is not appropriately addressed.

As you are well aware, when Congress passed the Workforce Investment Act (WIA), the new law was intended to address these challenges and fundamentally change the way we provide workforce investment services to people in this country. WIA was written with the recognition that our global economy rewards workers who have high skills with relative job security and decent wages; and rewards employers with highly skilled workforces, enabling them to compete. WIA was written to ensure: that all Americans have access to the information and training that they will need to qualify for good jobs and to successfully manage their careers in this changing economy; and that employers have access to highly skilled workers. The Act requires dramatic changes – resulting in a vastly reformed, comprehensive workforce investment system for the United States.

As a former Assistant Secretary for the Employment and Training Administration at the U.S. Department of Labor during development of the Workforce Investment Act, and currently as the Co-Director of the Workforce Development Program at the National Center on Education and the Economy (NCEE), I have been in a unique position to observe the progress of WIA implementation since its enactment four years ago. At NCEE we have two consortiums that bring together leaders from a diverse group of states and from 15 of the country's largest cities and counties, who are determined to build comprehensive, world-class workforce investment systems and initiate the reforms envisioned in WIA. It is through this work that we are seeing some of the most innovative and promising practices underway in the U.S. workforce system today.

The good news is that the system as a whole is working well, making steady progress. As one would expect, there is a range in the quality of programs across the country. Some states and localities have been slower to implement WIA due to continued barriers to success such as inadequate funding, turf battles, and in some cases old-line bureaucracies that have been reluctant to change how they do business. However, many more areas than not are progressing well, particularly given the complexity of system reform. Based upon our work, the analysis of the U.S. GAO, and other 3rd party evaluators, I would have to give the national workforce investment system, overall, a solid "B+" if awarding it a grade at this point in time -- though there are certainly many programs out there that would merit an "A". The shift from 40 years of federal workforce policy that concentrated exclusively on the job seeker to one that has an additional supply-side customer will take time, yet great strides have been made. The beneficiaries of this progress are the job seekers, employers, and the communities which the workforce investment system is designed to serve.

Promising Practices

I would just like to take a few minutes to talk generally about some of the most promising practices that we have seen in our work around the country. I would also ask your permission to submit for the record, a more expansive list and description of such practices found throughout the nation's workforce investment system. Even though this is just a sampling of the exciting things that are happening in the U.S. workforce arena, it will provide you and Members of the Committee with a good idea of the potential that the WIA system holds.

Business Relevance. Under the Workforce Investment Act, business has two distinct and equally important roles: as leaders and as customers of the system. Over the past several years, we have seen a number of very promising strategies arise that are designed to meet the skill needs of American business, and thus make the workforce investment system relevant to the needs of employers. One promising practice that was encouraged in the statute was that of providing incumbent worker training. As you know, local WIA dollars can be used to provide intensive and training services to low wage incumbent workers, as long as the services lead to self-sufficiency for program participants. And states may use WIA dollars for broader incumbent worker training programs.

At the state level, we are seeing a number of very innovative programs, such as in the states of Louisiana, New York, Wisconsin, and Rhode Island where incumbent workers are provided with training that not only offers them with career and wage growth opportunities, and in many cases job stability, but also provides employers with a competitive edge at a time they would otherwise be vulnerable. These programs are not only popular with business, but offer wonderful opportunities to build relationships with employers and sectors that have not traditionally utilized the federally funded workforce system.

At the local level, local Workforce Investment Boards (WIBs) are increasingly fine-tuning their self-sufficiency standards, which allow local areas to better serve low-wage workers. Many local WIBs have done excellent work identifying career ladders and key industry clusters or sectors around which to focus training efforts. Identifying the key growth industries vital to a local community's success has enhanced the critical linkages between economic and workforce development. At the same time, low wage workers can be assisted in attaining the skills that enable them to move up the career or workplace ladder, often one rung at a time.

Many states and local areas are implementing sectoral strategies for the delivery of training that provides relevant skills to workers, based upon the needs of local employers. In many cases, organized labor is an invaluable partner in the design

and implementation of these innovative strategies. Through successful H-1B grant and WIA-funded training programs, the WIA system is involved in the establishment of such sectoral strategies in fields such as health care, IT, manufacturing, hospitality/tourism, biotechnology, etc. All of the cities in our Consortium, including Baltimore; Boston; Chicago; El Paso; Houston; Louisville; Los Angeles County; New Orleans; New York City; Norfolk, VA; Philadelphia; Portland, OR; Richmond; San Diego and San Francisco have engaged to varying degrees in such innovative strategies for partnering with employers. One of the most outstanding initiatives to define key local industry clusters has been accomplished by the San Diego Workforce Partnership, which has identified ten key occupational clusters in the San Diego region around which they are developing training programs that address industry needs.

While there are many good examples of local areas that have made significant strides in defining career ladders and learning how best to work with businesses in this regard, there are three noteworthy examples that the Committee may want to take a closer look at. In Boston, the Boston PIC has an excellent program to upgrade healthcare workers to become radiation technicians. Once someone completes the required training, his or her salary as a radiation technician starts in the mid-$40,000 range. In San Francisco, the WIB, using its H-1B grant, has partnered with the Social Services Department and the IT industry to create a career ladder training strategy to move people up in these needed IT professions. Every time someone moves up the ladder, it opens opportunities to back fill entry-level positions. In New Orleans, the WIB addressed a critical economic development crisis in their tourism economy by helping public assistance recipients attain the skills needed to land jobs in the hotel industry. Because upward mobility in hospitality is limited, the WIB then took at strategic look at the transferable skills involved in making a connection between the hospitality and health care sectors. After identifying and providing additional training to hotel workers, the system was able to move hotel workers into another area with critical worker shortages, the health care sector.

Program Integration., Many state and local programs can be looked upon as models for the system in the area of program integration. As you heard from Commissioner Rath, the State of Texas has provided leadership in the area of program integration, with multiple programs, including TANF work-related services, provided through the workforce investment system's one-stops throughout the state. The states of Minnesota, Washington and Wisconsin also come to mind when looking for statewide models of the one-stop delivery system. In Minnesota, the state deliberately established its one-stops with the input and buy-in of all of its local areas and partners, including the vocational rehabilitation system, which has been essential to its success. In Washington, the system's strong partnership with Community Colleges ensures that the skills

needs of workers and employers are addressed. In Wisconsin, we saw one of the first one-stop delivery systems where multiple partners, including TANF, worked together in the delivery of services.

At the local level, the city of Houston, and particularly HoustonWorks, shines as a model of service integration through its innovative one-stop delivery system that will serve over 160,000 people this year. At the Pilsen One-stop in Chicago, staff speak nine different languages to meet the diverse workforce needs of the community. Similarly, Boston, San Diego, Los Angeles County, Norfolk, Richmond and Baltimore are cities where you will find a broad array of partners fully integrated at the one-stops. In addition, the city of New Orleans has been particularly effective in pulling additional "nontraditional" partners and funding sources into its local workforce investment system, including economic development, community development, housing, juvenile justice, and other corrections agencies. In Philadelphia, the workforce system has successfully joined together with the Philadelphia Housing Authority and the Philadelphia Youth Council to establish Philadelphia's Skills for Life Program, offering hope and educational opportunities to young people in public housing.

Professional Development. In order for the workforce investment system to succeed, particularly with the cultural change that must occur in order to meet the vision established in the Workforce Investment Act, workforce board members and front-line staff must be provided with professional development services that enable them to meet the challenges of the 21st Century workforce system. In this area, a model for the system is the HoustonWorks' Training Academy for Staff Development, where all front-line workers are provided with training that keep them up-to-date on the latest strategies for providing high quality services through their one-stop delivery system. In addition, the states of Indiana and Maine also conduct very successful professional development programs geared to help workforce professionals carry out their duties more effectively with workers and particularly with the employer community.

Income Enhancing Strategies. Innovative strategies for enhancing the income of low wage workers are very important tools for state and local workforce investment systems to employ. One example of such an effective strategy is the city of Chicago's expansive efforts to promote access of the Earned Income Tax Credit (EITC) by the city's low-wage workers through the workforce investment system and its innovative promotional strategy. Los Angeles County has also effectively used its one-stops, actually engaging the services of IRS workers in the one-stops, to help low-wage workers access the EITC. Utilization of the Earned Income Tax Credit significantly enhances the real income of workers in entry-level and low wage jobs, and the utilization of tax benefits generally,

particularly to leverage funding for training services, offers great potential for the workforce investment system.

Military Transition Programs. In order to meet the ever increasing workforce needs of transitioning military personnel and their spouses, the cities of Hampton Roads, Virginia, San Diego, California, and Clarksville, Tennessee have established linkages between the civilian transition services offered through WIA, and those offered through DOD. In addition, the Upper Rio Grande WIB is working to establish a similar military transition program that is designed to meet the needs of transitioning military personnel and military spouses at Fort Bliss in El Paso, TX. This new program, which is a model for others around the country, provides a comprehensive, coordinated package of services for departing military personnel that enable them to move into civilian jobs. Services are also provided to spouses of military personnel who must leave their jobs due to spousal reassignment. Not only does this program offer great potential in helping our nation's military in matching their skills to those needed in the civilian labor market, but it offers great potential for increasing the family incomes of military personnel by helping spouses attain the skills and employment they need, especially during this time of need.

Youth Programs and Youth Councils. There are many successful programs that serve at risk and out of school youth that are funded through the Workforce Investment Act, and there is no question that there is an increasing need for such programs in the U.S. Through the work of youth practitioners across the country, and documented in an analysis conducted by the Sar Levitan Center at Johns Hopkins University, we have begun to identify what works in serving the hardest to serve young people enrolled in the national's WIA-funded youth programs. Components of a successful youth program include: continuity of contact with a caring adult; the centrality of work and connections to employers; a variety of options for improving educational skills competencies – with a menu of learning options; hands-on experiential training in the community and in areas of labor market growth; on-going support through the 1st jobs, with sustained efforts to improve skills levels; incentives to improve and recognition of achievement (celebration of each step in a continuum); opportunities for leadership development, such as through community services and other forms of decision-making and self-governance; and linking young people with external supports, including housing, health care, food and clothing. All of these components are encouraged and made possible through youth programs authorized under WIA.

Youth councils established under WIA are also proving an invaluable resource where properly utilized. Notwithstanding the challenges faced by such councils in pulling together comprehensive youth systems, youth councils can and should

see as their key roles and responsibilities: development of a common sense mission for local youth development systems among diverse players; resource mapping in the local community; leveraging of resources and partnerships for a comprehensive youth system; identifying gaps in services for youth; making group decisions on target groups; defining and holding programs to high levels of accountability and outcomes; serving as an intermediary for linking school and the workplace; and creating a comprehensive youth development system.

While we have many successful youth programs, some of those we have worked with in the WIA system include: successful Youth Opportunity Grant Programs being carried out in Houston, Boston, San Francisco, San Diego, Los Angeles, Philadelphia, and Baltimore. These programs are serving the most impoverished young people in the nation, through a comprehensive array of services. The youth program in the city of New Orleans, which has established a comprehensive youth strategy that is centered around a Youth One-Stop, is another example of a successful youth program that provides education, training, employment and supportive services for some of the hardest to serve youth in the city. The New Horizons Academy in Augusta, Maine, which provides intensive assessment, counseling, and career guidance for vulnerable, at-risk youth, in a residential setting, is another model program. And at a national scale, some additional programs that have been recognized as offering promising practices for youth include: YouthBuild; Youth Conservation and Service Corps programs; CET; STRIVE; Job Corps; Quantum Opportunities Program; and PEPNet recognized programs. Without these programs, these young people, at greatest risk in our society, would have no where to go.

System Challenges

While as just described, there have been many successes in the system since WIA's enactment, as with any major reform there are still a number of challenges that state and local workforce systems continue to face. I would like to take just a few minutes to highlight a couple of the biggest challenges we have seen in our work around the country over the past several years.

Funding. First, I would be remiss if I didn't mention that an overwhelming concern for the workforce investment system is inadequate funding. The Administration on numerous occasions has pledged that one of its major goals is to "leave no child, no worker, no contributing member of our society behind." This is both a laudable and insightful goal. However, to achieve this goal will take an ever increasing, not decreasing, investment, particularly as demands for services and a skilled workforce continue to increase. This is why the Administration's FY 2003 budget request for workforce investment programs is so disappointing. In its budget proposal for the coming year, the Administration

proposed $655 million in funding cuts for programs under the Workforce Investment Act, including programs for dislocated workers, adults, migrant workers, and youth. In addition, the Administration proposed elimination of the successful H-1B Training Program. While the Administration has based its funding reductions on the assumption that the system is not spending its funding quickly enough, the U.S. GAO disagrees with this assumption. In its report just issued this past Friday, the U.S. GAO refuted this argument, stating that "states are spending their funds within the timeframe allowed under WIA – in fact, nationwide, many states are spending far faster than the 3 years the law allows." This conclusion is reinforced in our discussions with state and local workforce investment systems around the country. There is actually a need for additional funding, particularly if we are to adequately serve those most in need and meet the skill requirements of American employers.

System Integration. A second continuing challenge for state and local workforce investment systems is in the area of system integration and joint funding for the comprehensive one-stop service delivery infrastructure. As you know, the vision set forth in the Workforce Investment Act was for a fully integrated workforce investment system, with comprehensive services delivered seamlessly through the one-stops. A major question to ask when looking at whether or not a one-stop is successful, is "why stop?" If a one-stop is easily accessible, well-known, customer friendly, and offers a broad array of services, it should be successful. I think that our system is progressing well in this area. My biggest concern is probably whether or not the one-stop system will have adequate funding, partner participation and funding contributions over time to meet the increasing demand for services that it will be called upon to provide.

There is no question that WIA has resulted in notable increases in the integration of multiple programs and that it provides significant opportunities for innovation and partnering that weren't possible under JTPA and its predecessors. There are however still problems in many states and localities in bringing partner programs to the table, both in terms of partnering for the delivery of services and in the contribution of resources for the one-stop system. There are also a number of states where the Employment Service is still run as a duplicative system – which we cannot afford to allow to continue.

Stronger statutory and regulatory encouragement and guidance in this area would most welcome, particularly in those states and localities that continue to struggle with unwilling partners. Such encouragement may take the form of amendments to partner program statutes, requiring or at least providing incentives for such participation and resource contributions; guidance from the federal level making it clear that such partnering is allowed and encouraged in partner program statutes; performance standards that cut across partner

programs, providing incentives for the coordination and integration of services, and for the leveraging of resources; and possibly a federal, interagency mechanism that would oversee and encourage development of a truly comprehensive workforce investment system, and be responsible for seeing this accomplished. Many of our state and city/county consortium members have also recommended that in order to make it clear that establishment of a comprehensive workforce investment system, with multiple funding sources, is the intent of federal law, that Workforce Investment Boards, and the one-stop delivery system be taken out of title I of WIA, and assigned their own, overarching title in law – clearly serving as the convening mechanism for the comprehensive workforce investment system.

In addition to WIA, many of the partner program statutes are scheduled for reauthorization next Congress, including Adult Education, Vocational Education, Vocational Rehabilitation, the Community Services Block Grant, and possibly TANF. The Higher Education Act should also be a natural collaborator with the workforce investment system, and the Higher Education Act is also up for reauthorization. We would urge the Committee to study how amendments to partner program statutes may encourage innovative partnerships, utilizing the one-stop infrastructure established in WIA.

Under the Workforce Investment Act, Congress cleared away many of the barriers to program integration, but left the difficult work of bringing together disparate programs in the one-stop delivery system to the states and especially to the local Workforce Investment Boards. They are doing it, and in many areas they are doing it well. However, they still need Congress and the Administration to do whatever is possible, to assist in this effort.

Business Leadership. Another important challenge that the workforce investment system continues to face, is determining how it can best meet the needs of American business. There is no question that business utilization and support for the U.S. workforce investment system is central to the system's success. It was the intent of the Workforce Investment Act, that American business be integrally involved in the design and policy leadership of the workforce investment system; and that business be a primary customer of the system. Because of the significant cultural change required as a result of the Workforce Investment Act, this elevated role of business in the system has not yet been fully or consistently realized throughout the country. There are however many areas where business is very involved and supportive of their local workforce investment systems.

Under the Workforce Investment Act, business was assigned the roles as both leaders and policymakers in the workforce investment system. Business led

boards were asked to become "boards of directors," no longer just advisors, focusing on policy development, strategic planning, and oversight of the area workforce investment system. Besides their role of providing leadership to the system and guidance to state and local elected officials, the active participation of business in articulating the skills that are in demand, the kinds of jobs that are available, and the occupations that are expanding or experiencing worker shortages is essential. As critical as their leadership role is, business also has a role as a customer of the system - for labor market information, for trained workers - and the reforms embedded in WIA were intended to reinforce those roles and drive the system towards increased recognition of the importance of both roles. While federal statute cannot require business participation, utilization, or support, we urge that you continue to see the role of business as a key element in the reauthorization of WIA and related statutes, and continue to look for ways to free the system of any remaining barriers to such efforts, and encourage and reward innovative efforts in this regard.

It should be noted that the workforce investment system nationally, has an estimated 15,000 private sector volunteers, and this is a low estimate, who serve countless hours on state and local workforce boards, providing strong leadership for the workforce investment system. It is essential that Congress do all in its power not only to build on this private sector contribution, but to strengthen it in any ways it finds appropriate.

Focus on Training. In its development of the Workforce Investment Act, Congress envisioned a system that would provide training, as well as core and intensive services, through the one-stop delivery system. While training is increasingly being provided to individuals in need of such services throughout the workforce system, there was some confusion in the initial implementation of the Act. Many states and localities interpreted WIA as encouraging a "work-first" only approach to service delivery resulting in a reduction in the provision of training services. At the time, the country was experiencing an economic boom, when jobs were plentiful and placement, even for low-skilled workers, was relatively easy. Now as the economy has slowed, workers without the skills immediately required by employers are finding it very difficult to find work.

It is without question in the interest of American workers and employers for the nation's workforce investment system to provide access to high quality training. The workforce investment system should continue to be encouraged to partner with existing, high quality training providers in the delivery or brokering of such services. In addition, we must continue to look for ways to leverage resources in addition to those provided under Title I of WIA, to contribute to the skills development of the U.S. workforce. One-stops must continue to become experts at leveraging funding from nontraditional sources such as Pell grants, tax credits,

employer-provided customized training, TANF, and other sources, in order to maximize training services. This can be accomplished through effective partnering, and through planning, reporting, and performance incentives geared toward the leveraging of such resources and jointly held positive outcomes.

A related challenge that the system has faced over the past year, is the frustration of community colleges and other training providers over the statute's provider reporting requirements. The goal of these requirements was a very good and insightful one – that of providing individuals in need of training, and employers in search of training for their workers, with the information they need to make informed choices of high quality training programs. However, these requirements have inadvertently turned away some of our most valued education and training partners, particularly in the early days of implementation when they saw the focus on training actually diminished. In your reauthorization efforts, we encourage you to: find ways to relax such requirements without giving up the underlying goal of informed choice – and ways to increase and expand essential partnerships with the education community, particularly postsecondary education providers, community-based providers, and others who provide high quality training services.

Youth. The economic downturn has had a disproportionate adverse impact on young workers who have absorbed nearly half of the overall job losses during this economic downturn. In fact, it has been estimated by the Center for Labor Market Studies at Northeastern University that young workers are six times more likely to lose their jobs than older workers during this downturn. Young workers are also the most vulnerable in a time of recession, as they have the shortest attachment to the labor market and have no social safety net to turn to when they lose their job, as they tend not to qualify for unemployment insurance (only 8 percent are eligible) or for services through dislocated worker programs because of their lack of a long term connection to the workforce. Previous recessions have taught us that young workers also experience a lag in being rehired in comparison to older workers.

At a time of such economic crisis for young workers, it is again disappointing that the Administration would propose a reduction in funding of over $360 million for DOL-funded youth programs, other than Job Corps, including the virtual elimination of the Youth Opportunity Grants (YOG) program; the elimination of the Youth Offenders Program; and cuts in state and local WIA-funded Youth programs.

The Youth Opportunity (YO) Grants program awards funding to provide comprehensive services for youth living in some of the nation's poorest areas. In February of 2000, grants were awarded to 36 sites-- including 24 urban, six rural

and 6 Native American sites. As required by WIA, YO grants are to be used to increase the long-term employment of youth between the ages of 14 and 21 that live in empowerment zones, enterprise communities, and other high-poverty communities. Enactment of the Administration's cut would effectively eliminate this comprehensive youth employment program and hurt a population that still is reeling from the effects of the recession. While it is too early to judge the specific effectiveness of this program nationwide, pilot sites in Houston and the South Bronx have shown a 15 point reduction in the youth unemployment rate in their target areas. Needless to say, a reduction in the youth unemployment rate is critical at this time. At present, there are approximately 40,000 young people enrolled in the YO program system-wide. Of that number, 30,000 are involved in an academic component such as GED, alternative high school, or educational remediation. It has been estimated that there are four to five million young people eligible for services under the Youth Opportunity Grants if the program were adequately funded.

If the President and the Congress are serious about "leaving no child behind," then we cannot forget about those young people who have either already fallen, or who are destined to fall between the cracks of our educational and human services delivery systems. Unfortunately, the unintended short-term consequences of education reform, with increased emphasis on standards and testing, may well be an initial increase in the number of at-risk youth who drop out of school, unless we have a comprehensive strategy to provide assistance to this population. WIA Youth programs have provided such a safety net, and in many cases the last line of defense against a life of poverty for many at-risk youth.

Performance Standards. Finally, as you know, there has been a lot of discussion over the past several years about finding ways to improve performance standards across a broader workforce investment system, beyond programs authorized under WIA. Performance standards must not only measure the placement, retention and earnings of individuals served through the workforce investment system, but also measure the system's relevance to employers, customer satisfaction, and encourage the leveraging of partnerships and resources across the various partner programs.

Mr. Chairman, and Members of the Subcommittee, you are to be commended on development of the Workforce Investment Act four years ago. This legislation, like no other that I am aware of in recent history, has the goal of bringing together a vast array of programs across the country, to meet our critical education and workforce needs. The Workforce Investment Act has indeed moved the nation forward toward the goal of having a single, comprehensive, and customer-friendly system where all Americans and American businesses can

go to get the information and services they need to succeed in today's ever increasing competitive marketplace. Yes there is still work to do, but make no mistake, this system offers limitless promise, if given the time, resources, and support it needs, from its broad array of stakeholders, to evolve into the kind of workforce investment system a great nation like ours needs for the new Century.

Mr. Chairman, I would be negligent if I did not personally thank you for your incredible leadership on behalf of the workforce investment system. If it was not for your strong leadership four years ago, and your continued work on behalf of this system, we would not have seen enactment of the Workforce Investment Act as we know it. We look forward to working with you and all of your Colleagues and with the Administration to see through the reforms envisioned in WIA; to help you continue to make improvements in the system in reauthorization; and provide adequate funding that will be necessary to provide all workers with hope and rewarding careers, and all employers with the skilled workers they will need to compete in the 21st Century.

APPENDIX F – SUBMITTED FOR THE RECORD, A SAMPLING OF PROMISING PRACTICES FROM THE NATION'S WORKFORCE INVESTMENT SYSTEM, TIMOTHY BARNICLE, CO-DIRECTOR, WORKFORCE DEVELOPMENT PROGRAM, NATIONAL CENTER ON EDUCATION AND THE ECONOMY, WASHINGTON, D.C.

A SAMPLING OF PROMISING PRACTICES FROM THE NATION'S WORKFORCE INVESTMENT SYSTEM

While not yet at its full potential nationally, the U.S. workforce investment system has many state and local initiatives that offer enormous promise for meeting the complex skill and labor market needs of America's workers and employers. Following are some of the most promising practices we are seeing around the country, at both the state and local levels, covering a broad range of strategies and initiatives with the goal of building a comprehensive, relevant, and successful workforce investment system for the 21st Century. This is just a sample of the exciting initiatives that are well underway in the U.S. workforce world. However, these stories will provide Members of the Committee with a good idea of the potential that the WIA system holds.

A SAMPLING OF STATE AND LOCAL PROMISING PRACTICES

IN CALIFORNIA

LOS ANGELES COUNTY

Economic Action Summit

In an effort to minimize the impact of the national economic downturn, exacerbated by the tragic events of September 11, 2001, and revitalize the region's economy, the Los Angeles County WIB, in coordination with the seven other WIBs in Los Angeles County, the State Employment Development Department (EDD) and Department of Public Social Services (DPSS), and members of the County's marketing collaborative, launched the "one-face, one-voice" banner of WorkSource California. The announcement took place through an Economic Action Summit convened last November by the Los Angeles County Board of Supervisors in partnership with the City of Los Angeles, the Los Angeles County Economic Development Corporation and the mayors of the 87 other cities in the County, and was geared to 250,000+ businesses and over 10 million residents located in Los Angeles County. The Summit focused on four major economic issues: tourism/LAX; activation of public projects; green lighting private projects; and workforce redeployment. Under workforce redeployment the Board of Supervisors instructed the Los Angeles County WIB to launch a rapid response marketing campaign promoting the WorkSource California logo as the unifying symbol representing workforce development and redeployment services throughout the County aimed at job seekers and businesses impacted by the events of September 11, 2001.

Regional Marketing Campaign
The Los Angeles County WIB embarked on the implementation of a new unified and integrated workforce development system. This system includes developing a single point of contact through a call center (888) 226-6300 and website www.worksourcecalifornia.com. It also includes system-wide service delivery that emphasizes the business customer; quality control measures such as customer service and customer satisfaction; and a regional marketing campaign to increase awareness of employment and training resources available throughout the WorkForce Development System. During the research and planning phase, the seven other WIBs, the in the greater Los Angeles area formed a marketing collaborative spearheaded by the Los Angeles County WIB for the purpose of delivering the "one-face, one-voice" service delivery system under the banner of WorkSource California. This marketing and business outreach collaborative has unified 50+ One-Stops now known as WorkSource Centers in the County.

LA County/LA City Collaboration - Performance Management System
The Los Angeles County WIB and Los Angeles City WIB are planning to utilize the Performance Management for WorkSource Centers and Youth Consortia developed by California State University, Northridge and Future Works, Inc. This internet-based performance management system will provide consistent and verifiable data for the second and third largest WIBs in the nation in the areas of DOL WIA Performance Measures and Universal Access services as well as predictors of success throughout the combined 35plus WorkSource Center sites and 45plus Youth Centers for the LA County/LA City WIBs.

LA County/LA City Collaboration - Serving Persons with Disabilities
The Los Angeles County WIB and Los Angeles City WIB have entered into an EmployABILITY Partnership and Task Force (including such partners as the Braille Institute and Goodwill Industries) to provide regional coordination and to increase the knowledge and service base of the WIBs 35plus WorkSource Centers relative to serving persons with disabilities as a targeted population. This County/Collaborative provides all of the one-stop centers with coordinated training in the areas of Assistive Technologies for Persons with Disabilities, Visual Impairments, Disability Awareness, Mental Illness, Substance Abuse, Learning Disabilities, HIV/AIDS, and Hearing Impairments. The County/City WorkSource Centers will receive resources needed to facilitate the job placement process for persons with disabilities, and participate in electronic, telephonic, and one-on-one consultations in specific areas by the Regional Subject Matter Expert assigned to each WorkSource Center. The EmployABILITY Network web site www.Employ_ABILITY.org developed for this partnership will provide an updated question and answer series to facilitate information flow and workforce

system wide capacity building for the benefit of persons with disabilities in the Los Angeles area.

LA County/State Collaboration Career Development Facilitator Training
The Los Angeles County WIB in concert with the State EDD has funded the Career Development Facilitator Training for the 50+ WorkSource Centers in the greater Los Angeles area. This collaborative has earmarked $252,000 in combined Los Angeles County Dislocated Worker Formula funds and the Governor's 25% funds to provide training to workforce development staff through the Career Development Facilitator Training, a semester length course, in Theory, Assessment, Resources, Application, and Goal Setting which will build the career development skills in 12 competency areas for workforce programmatic/services staff. The Career Development Facilitator Training, coordinated through LA Works - a WorkSource Center lead agency under the Los Angeles County WIB - is a nationally recognized and certified course certified by the California Department of Education, National Occupational Information Coordination Committee, Center of Credentialing and Education, and the National Association of Workforce Development Professionals.

SAN DIEGO

San Diego Business Outreach and Services Initiatives
The San Diego Workforce Partnership has integrated its Labor Market Information and Business Services teams in order to improve its services to both businesses and job seekers. By connecting its labor market information research and dissemination with its ongoing support to businesses, the Workforce Partnership is able to ensure that it has the most up-to-date information on employers' occupation and skill needs. This information is shared throughout the region, enabling education and training providers to better align the programs they offer with industry needs, and helping job seekers to make good career decisions. The Workforce Partnership has just recently extended this Labor Market Information – Business Services partnership to the area of Rapid Response, where it expects that providing carefully tailored labor market information to dislocated workers will help shorten the time the workers spend searching for a new job.

The integration of Labor Marketing Information enhances the following services that the Workforce Partnership provides to businesses: Staffing Solutions; Recruitment; Education and Training; Retention/Motivation; and Layoff Assistance and Aversion. Last year, more than 1,200 businesses received these and related services. More than 300 businesses participated in Workforce Partnership Job Fairs. More than 150 businesses and 11,000 workers received assistance with workforce reduction last year.

Business Strategists are housed at the One-Stop Career Centers. This helps to ensure that the "demand side" is aligned with the "supply side" of the system. Businesses now know that the Career Centers have a ready supply of qualified candidates. This supply is borne out by the numbers. More than 37,000 customers visited the region's six centers last year. These centers are meeting the Department of Labor's performance standards. Equally important, they are fulfilling the vision of a universal access system that supports education, training, career development and life-long learning.

San Diego's Regional Strategic Initiative and Sectoral Strategy

The San Diego Workforce Partnership helps to convene the Regional Strategic Planning Initiative that brings together private sector leaders with San Diego's colleges and universities to continuously reexamine progress in connecting the training needs of the local workforce. Through the leadership of this regional initiative, the Workforce Partnership has been able to provide valuable research and labor market information on San Diego's 10 industry clusters, bring together hundreds of local leaders at the 2002 Workforce Summit, and provide an on-going status report on local occupations through the annual Occupational Outlook Report.

San Diego's Youth Initiatives

San Diego's Workforce Investment Board and Youth Council is striving to create a youth universal access system that rivals the universal access system for adults. The San Diego Workforce Partnership has a strong School-to-Career program designed to prepare the region's youth for the world of work, particularly in some of region's hottest industries. By using workforce development as a means for building a connection between the classroom and the workplace, young people are made aware of the infinite possibilities available to them and the education, training, and skills they'll need to achieve their dreams. The Workforce Partnership provides support to Career Academies in the region's high schools by linking businesses with schools, and serves as an "intermediary" between the employer and education communities. With the elimination of summer youth funds, the Workforce Partnership has taken the lead in identifying employer-paid, year-long and summer internships for youth, internships that give the youth the opportunity to participate in meaningful work activities.

The Workforce Partnership's innovative partnership of labor market information with business services and the career center network, and its leadership in the School-to-Career arena, serve as a model of what the Workforce Investment Act System should be: Workforce Investment Boards serving as intermediaries

between business and education, and brokers of workforce opportunities for the individuals – youth and adults – that are pursuing their career goals.

SAN FRANCISCO

The San Francisco Bay Area Video Coalition (H-1B Grant) Program
The Bay Area Video Coalition (BAVC) was awarded generous support in 2000 through the U.S. Department of Labor H1-B Visa program in partnership with the Private Industry Council of San Francisco (PIC) and Goodwill Industries to train 250 disadvantaged workers in new media skills. In one and a half years, almost 200 low-income workers have risen from poverty wages to livable wages. Nearly 100 companies have filled positions with newly skilled San Francisco residents. BAVC has created a national model for innovative digital media training for low-income populations.

The results of this successful program are clear: 95 companies hired high quality workers, 165 low-income people got $18.55/hour jobs. With the H1-B Visa support, BAVC's JobLink program has trained 165 low-income individuals, (with an additional 40 currently in training), and has placed 70 graduates in careers with significant wage advancement opportunities. The change is dramatic: on average, JobLink participants earn $16,500 upon intake, and $40,000 upon completion. Through an intensive 16 week, 480-hour training program, JobLink participants develop skills in design, e-commerce, Web programming, HTML, animation, system administration and technical support. To date, 95 private-sector employers have hired JobLink graduates, including Macromedia, Bank of America, Oracle, Charles Schwab, eTrade, and Gap OnLine.

In addition, H1-B Visa support has allowed BAVC to make great strides in partnership with Goodwill Industries/San Francisco to create a bridge program, called **WebLink** – a model two-step training pathway to web and digital media employment for harder-to-serve populations. WebLink is basic training offered at Goodwill, which prepares students to enroll in BAVC's more advanced JobLink program. While WebLink graduates are going through JobLink training, they are also still eligible to receive case management services and support from Goodwill, increasing their chances of success in the program. To date, 40 WebLink students continued into the JobLink training program.

BAVC's model partnership with Goodwill provides a test case for the workforce development field to evaluate the impact of this approach to meeting the needs of low-income workers and the IT industry. In addition, the BAVC-Goodwill partnership sparked the creation of the San Francisco Information Technology (SFIT) consortium, which includes eight San Francisco-based workforce

development agencies teaching IT skills such as UNIX, database management, and network administration, which will have significant regional impact.

The success stories of this program are numerous, and despite the recent flurry of media attention on the demise of small dot coms and the downturn in the US economy, Internet and digital media technologies are on the rise and related skills are key to employability in high paying digital sectors of the economy. Digital and media technologies have increasingly become the backbone for communication, advertising, e-commerce, and information management for old economy businesses, from manufacturing to retail. Old economy companies now account for the most IT job creation as they develop their technological infrastructures, reporting 2.1 unfilled technology service and support positions out of an average 25.6-member department -- nearly triple the shortage reported in the same survey taken three years ago. Given increased technology use, companies are finding two demand trends at both the local and national levels: demand for new workers in web, video, and digital media, and demand for skill upgrades for incumbent workers in web, video, and digital media.

The San Francisco Youth Opportunity Grant Program -- YO!SF

The Youth Opportunity Grant Program represents a critical element of San Francisco's ability to address the complex range of issues urban youth face today. Targeted to federally designated enterprise zones, the targeted communities are characterized by a very high incidence of poverty, public housing, single parent households, crime, gangs, poor schools and lack of job opportunity. YO!SF allows San Francisco to intervene early and thoroughly with a wide array of meaningful youth development activities, providing a positive and productive alternative to the path many youth otherwise take.

YO!SF is located in the Bayview-Hunters Point, Visitation Valley, Mission and South of Market neighborhoods where more than 40% of the households are considered to be low to very low income, (52% in Bayview-Hunters Point), with dropout rates reaching 80% and where youth involvement in the criminal justice system is greater than almost any community in the state.

Through a YO!SF convened collaborative involving local schools, juvenile justice, health agencies, vocational training providers and numerous community and faith-based organizations, the program provides mentoring; tutoring; literacy instruction; GED, SAT and college preparation; internships and work experience; life skills training and opportunity for community service and leadership activities, vocational training and job placement assistance; and, the involvement of caring adults who guide and counsel youth facing some of the most serious challenges in our city. The "collaborative approach" the Youth Opportunity Grant requires, created not just new programs for youth, but a continuum of care that redirected many existing resources

and created a more efficient system, maximizing the return on every public, local and private dollar invested.

Currently 1243 youth are enrolled in YO!SF. While not part of statistical data collected by the program, many of the originally out-of-school youth have returned to school or obtained a high school equivalency, most in-school youth report improvement in their grades, most take advantage of the free computer labs to help with their homework or refine job skills, and all report a positive connection to a program that provides a safe, youth focused environment that supports and guides them in ways local schools and other institutions cannot. Most importantly, participants report a since of hope and direction in their lives and not the inevitability of defeat and poverty many report when we first reach them.

YO!SF will serve more that 1600 high need youth in the first two years of the program. Since its inception in early 2001, 1812 youth are recruited with 1177 enrolled in youth development services. 40 % of these youth are school dropouts and 81% are non-white. While most are still engaged in the tutoring, mentoring, academic and vocational skills training and supportive services outlined in their individual plans, 37% are already participating in a paid internship, 14% obtained an unsubsidized job, 27 have attended college, and 40 are participating in college/SAT prep.

THE CALIFORNIA WORKFORCE ASSOCIATION (CWA)

The California Workforce Association (CWA) is an organization that promotes, enhances, and serves the interests of local workforce development partnerships in California. CWA advocates for the concerns of its membership – and is the only organization of its kind in California that tracks the broad spectrum of workforce development legislation and policy. CWA staff members work closely with other statewide associations, such as the California Association for Local Economic Development (CALED) and the County Welfare Directors Association on policy issues of mutual concern. CWA is an affiliate of the California State Association of Counties.

CWA acquires, interprets, and distributes to the membership the most up-to-date information on workforce development, welfare reform, and related initiatives. By keeping the system informed, members are better prepared to play an important role in the local design of the various workforce development strategies. It also promotes the interests of the local workforce development delivery system. Advocacy is conducted with the state and federal workforce development oversight agencies and those who administer School-to-Work and Welfare-to-Work initiatives. CWA provides information about workforce development policy as requested, by state and federal legislators and their staff.

CWA considers training and technical assistance to local policy makers and practitioners crucial to the success of California's efforts in meeting the challenges of preparing the workforce of the future. Training and Technical Assistance takes a variety of forms, from assistance given by staff to members over the telephone, to workshops and conferences designed specifically for the needs of the membership. Annually, CWA sponsors a number of workshops and conferences on workforce policy, One-Stop Partnerships, Welfare-to-Work and technology attended by more than 2,500 individuals.

Some Additional Promising Local Practices in California

NOVA Workforce Board--Voice of the Customer Initiative

The NOVA Workforce Investment Area, serving the seven-city consortium that is the foundation of the Silicon Valley, has been providing workforce investment services to businesses and individuals since 1983. Specific programs and services include: Dislocated Worker and Incumbent Worker programs; Youth Workforce Development; Neighborhood Self-Sufficiency Centers that support families transitioning from welfare; Labor Market studies targeting high demand and emerging industries; Transition Services for businesses experiencing layoffs and plant closures; ProMatch networking services for professional job seekers; and Skills-Gap Training (funded through H-1B Visas) to locally grow the technology workforce.

The NOVA Workforce Board is dedicated to practicing the business principles outlined in the Malcolm Baldrige Performance Excellence Criteria...customer-driven quality and continuous quality improvement. As part of this commitment, the Board has emphasized the importance of customer satisfaction and being responsive to what customers' value. Over the years, NOVA has conducted periodic customer satisfaction studies to obtain feedback on the various services offered. Last spring the Board launched the Voice of the Customer Initiative. The goal of this Initiative was to better understand customer expectations and requirements and to work toward continuously improving the workforce development system with these expectations and requirements in mind.

Unlike traditional customer satisfaction studies, NOVA's Voice of the Customer Initiative required talking directly with the customers about their experiences, expectations, and impressions. The specific methodology applied in this study was Voices into Choices developed by the Center for Quality of Management and used extensively in the corporate sector. Voices into Choices is a proven five-step process-FOCUS-and includes: 1) Frame the Project-to clarify purpose and develop customer profile matrix and interview guide; 2) Organize the

Resources; 3) Collect the data-conduct customer interviews; 4) Understand the Voices-analyze the information collected and 5) Select Action-develop an action plan. Voices into Choices allows a business to analyze information collected from interview transcripts of a representative sample of customers in a way that is meaningful, useful and accurately depicts customers' expectations and desires across the organization.

NOVA identified customers representative of both job seekers and businesses to participate in this study. Job seekers included both satisfied and dissatisfied customers and customers of varying age and work experience. Businesses represented the diverse Silicon Valley business landscape in both size and type of industry. Customers were asked about the process they went through in utilizing NOVA services, whether their needs were met, their expectations and impressions of NOVA, and how closely their experiences at NOVA relate to their ideal workforce development system.

The results of this study provided a solid foundation and compass for the Workforce Board's future work. The process led to a new plan on how the WIB conducts business. It includes redefining relationships with partners, reorganizing NOVA operations, conceptualizing a new budget outcome structure, and new one-stop centers for youth programs, business services and job seeker services. A new comprehensive job seeker service center has already been established and a new comprehensive business center was just opened. A new youth center is expected to be opening in the coming year. Finally, the Board has launched a new initiative as part of its 2002 Strategic Plan that targets marketing and communications, with the goal of developing a clearer message about the services that are available to businesses and job seekers through NOVA and the CONNECT! one-stop system.

Workforce Investment Board of Ventura County -- Linkages with the Private Sector and Innovative Youth Programming

The Ventura County WIB has been instrumental in facilitating Workforce Investment Act services and linkages with private sector employers. For example, the WIB has approved contracts with the Economic Development Collaborative-Ventura County (EDC-VC) to provide job creation and Rapid Response services to employers as they expand and grow their business, or face the course of downsizing. Through the Business Enhancement Program, the EDC-VC has already provided assistance to 42 firms, saved 57 jobs and created more than 90 new jobs. The economic development partnerships and resources of the EDC-VC enhance the efficiency of the job training funds available through WIA. In addition, as shown by the number of jobs saved, business retention activities under the auspices of the Rapid Response program have become a significant component of the services provided to the private sector. The WIB has

also worked with local employers to help them obtain training for incumbent workers in need of a new set of specialized skills for an increasingly competitive and complex workplace. A recent contract with Metson Marine, a local ocean services firm, will help the company meet a new requirement from the U.S. Coast Guard that its employees be certified in safety training competency. The outcome: both the jobs of those individuals and the business were saved! The Business Enhancement Program also facilitates an Entrepreneurial Academy, which provides critical skills for business owners in marketing, financial management, and business plan development, including referrals to other resources for small business success.

In addition to business services, the Ventura WIB has developed an active Youth Council, that coordinates the "WIN...for Youth" forum, a partnership of over two-dozen agencies that brings together the resources of groups countywide charged with assisting youth. The "WIN" project began asset mapping to deliberately "connect" youth serving organizations throughout the county and simultaneously conduct a needs analysis for the community. Since the inception of this project, several youth initiatives addressing gaps in services were funded by the Youth Council and fully ratified by the Ventura County Workforce Investment Board. For example, a program was funded serving the needs of foster youth requiring assistance to learn skills ranging from those involving activities of daily living, finding employment, or accessing additional educational opportunities. This comprehensive approach enables foster youth to successfully transition to the general population after emancipating from the foster care system. Similarly, a work training program was funded to address obstacles (mental and physical) faced by special education youth that would have limited occupational options and increased the likelihood of dependence on public assistance. This program offers these challenged youth the opportunity to develop marketable skills through vocational training and work-based learning provided by private employers.

Stanislaus County WIB -- Innovative Nursing Program

Stanislaus County, bordering the foothills of the Sierra Nevada's to California's Coastal range, is poised to become a global center for agriculture and agribusiness in the 21st Century. A $4 billion agriculture-based economy makes Stanislaus County one of the richest in the world.

The Stanislaus Career Network (SCN), primarily through its partnership with the Stanislaus County Economic Development Corporation, offers employer services to local businesses, including: training of prospective employees, coordination for streamlined permitting, tax aversion and deferment strategies, a business visitation program, enhanced business retention, Rapid Response services in the event of impending layoffs, financial assistance, and technical assistance.

The Stanislaus County WIB in partnership with the Stanislaus County Association of Health Care Providers, and the Modesto Junior College, has created the Customized Training for Employed Workers in response to a region-wide nursing shortage. The purpose is to create a move-up-strategy within the profession, or a career ladders approach that responds to the industry's needs while creating career opportunities in the community.

The Industry Association has provided a 50% direct funding match, as has the WIB, to provide incumbent worker training to upgrade the skills of certified nursing assistants (CNA) to become licensed vocational nurses (LVN). The Modesto Junior College is providing the prerequisite training required to enter the program. The first class of 30 CNAs trained to become LVNs will in effect open up CNA positions. Those positions will be filled with WIA and Welfare-to-Work participants now in training to become CNAs. The next phase of the program will move LVNs to become registered nurses.

Kings County – Farm Worker Services

Located in the heavily traveled San Joaquin Valley, Kings County is significantly connected to a vast product distribution network-moving agricultural and other types of goods to many national and international markets. Historically, agriculture and related industries have dominated Kings County's economy, and agriculturally oriented counties tend to have higher unemployment rates and greater seasonal variations in unemployment. The ethnic breakdown for Kings County is 43.6% Hispanic, 41.6% White, and 8% African American.

Based upon the struggling agricultural economy, a current initiative is to reach out to monolingual and bilingual Spanish-speaking farm workers in traditional row crop farming. The purpose of the outreach effort is to advise them of the forecasted downsizing in this industry, and to encourage them to consider training or retraining (as appropriate) and English as a Second Language courses to strengthen their future employability. The first major step in this effort is an Agricultural Worker Job Fair, whereby education, employment and training agencies joined with area employers to discuss their various services and opportunities with Job Fair attendees. Career counseling was offered on-site, with the opportunity to sign up for the various services offered at the Job Fair. This is envisioned to be the first step in a long-term strategy to ensure these

workers are prepared for any downsizing in this industry. Employers from emerging industries were available to recruit discuss future opportunities. Training in the agricultural field in order to broaden the skill sets of the current workers was also available.

Riverside County -- Business Services

Riverside County, with a population of 1,618,000, is the sixth largest county in California. The Riverside County Economic Development Agency (EDA), the administrative entity for the Riverside County Workforce Development Board (WDB), operates five Workforce Development Centers (One-Stops) and 43 multimedia kiosks, staffs three satellites and funds six Youth Opportunity Centers. In Program Year 2000/01, there were 176,829 visits to the Workforce Development Centers, and 293,591 hits on the kiosks. 78,805 non-registered Workforce Investment Act (WIA) services were provided during the program year. Over 1,060 adults and dislocated workers received Core, Intensive, and Training services under WIA. Through the first six months of Program Year 2001/02, there were 101,425 visits to Centers, 163,175 hits on the kiosks, 47,652 non-registered WIA services provided, and over 920 adults and dislocated workers received WIA registered services.

The WDB funds a very active business services agenda. In addition to on-going business outreach, the local Board has begun to organize businesses into industry clusters. The first industry cluster is manufacturing. Over 20 manufacturers and two manufacturing councils have come together to identify the common skills required to do their jobs. After the skills are identified, businesses will work with workforce development partners to develop curriculum that teaches these skills. Once the curriculum is in place, an assessment method will be designed to determine when the individual has acquired the skills. Finally, a certificate will be issued that certifies that the individual possesses the skills required by manufacturers. This process will play out with each of our industry clusters. The next industry cluster is Health Care.

In 2001, EDA and the WDB launched www.rivcojobs.com. Rivcojobs.com is one of our efforts to address the transportation challenges Riverside County faces. Rivcojobs.com is a website for commuting Riverside County residents to post their resume and then be referred to Riverside County companies. In 2001, over 7,000 resumes were posted. As the database grows, the skills sets found in rivcojobs.com will be used to attract businesses to the county. In order to address the critical shortages found in the Health Care industry, the WDB has received funding from the State, through the Governor's Caregiver Training Initiative, and the Department of Labor through the H-1 B program. The funds are used to train new Certified Nurses Assistants and Licensed Vocational Nurses as well as offering career ladder training to existing Health Care professionals who have

demonstrated a desire and capacity to work in the field but lack the training to move into more demanding positions.

IN KENTUCKY

Statewide Strategies

Accessibility Project Summary
To better equip Kentucky's One-Stop staff in achieving universal access, the Kentucky Workforce Investment Board created an Interagency Accessibility Task Force. Under the auspices of this committee, a comprehensive training curriculum on physical and programmatic accessibility was designed and instituted across the state. The purpose of this project, *Widening Our Doors,* is to provide tools and resources to prepare staff working in Kentucky's One-Stop delivery system to meet the particularized needs of customers with disabilities and other special populations. The goal is to "widen our doors" so that all are welcome, and can benefit from services.

Although applicable laws are discussed, the primary focus is on knowledge, attitudes and practical steps that can be taken to ensure full access. The in-depth training on *Widening Our Doors* was presented in May 2002 to 46 lead staff, representing all 10 Kentucky LWIAs, using a Train-the-Trainer format, over a four-day period. State-wide training is now under way to approximately 1200 front line, One-Stop System staff. These training sessions, led by the core group of Trainers, are extensive, two-day events. The sessions include a video, power-point presentation and take-home manuals. The specially produced video, *Widening Our Doors,* presents a variety of situations for comment and critiquing.

Evaluations of the curriculum, as presented to the May trainees was outstanding. Local WIAs and partner agencies have been supportive and enthusiastic in this effort, as front line training continues.

Kentucky State Youth Summit
In November 2001, the Department for Training and ReEmployment organized and hosted a statewide Youth Summit in Bowling Green, Kentucky. The Summit, targeted to workforce development professionals, provided technical assistance on challenging issues, and presented outstanding youth programs from Kentucky and surrounding states. One hundred and ninety seven (197) stakeholders attended, and workshops included topics such as Mentoring, Coordinating Funding Resources, How to Respond to Requests for Proposals for Youth Services and Post-Program Follow-up Youth Services. Other sessions highlighted innovative programming and a successful Youth Council.

The Summit received an excellent evaluation from the attendees, and an overwhelming number requested that opportunities to gather and exchange information, as well as learn promising practices, continue to be offered

regularly. In response, the 2002 Youth Summit has been scheduled for November 20, 2002 in Georgetown, Kentucky. The scope of this upcoming Summit has expanded to include participation of youth currently enrolled in Workforce Investment Act services with specially designed discussions and workshops.

Making Communicating Fast and Easy

The challenge to keeping everyone "in the loop" continues to grow as resources become scarcer and everyone is adding more duties to their already full plate. No one has time to process the incredible number of e-mails being sent or to ensure that everyone received the appropriate e-mails. The Department for Training and ReEmployment grappled with its need to provide information to local area staff throughout Kentucky on an ongoing basis, to connect them to potential resources and promising practices, and to create continual access to the latest revisions in forms, policies and procedures. The answer: web technology.

The Department for Training and ReEmployment (DTR) created Extranets in the two key high information areas of Youth Services and Finance. The youth staff stationed in local workforce investment areas can go online, open DTR's Youth Extranet site and access the "What's New" section to learn about the latest change in eligibility procedures, a new funding opportunity or a newly funded youth program. Its "Archives" section offers the history of Workforce Investment Act Youth programs and the "Library" offers access to research on youth issues. This secured user-friendly site is only a click away for local area staff at www.dtr/youthextranet. The fiscal extranet is designed in a similar fashion and offers on-line forms for reporting in addition to updated information. The secured site is located at www.dtr/fiscalextranet. Any member of the Department for Training and ReEmployment would be delighted to provide a tour of the sites.

LOUISVILLE/JEFFERSON COUNTY

Louisville's One-Stops -- Customized Workforce Solutions For Businesses, Individuals And The Community.

The Louisville/Jefferson County Workforce Investment System has long been known for its high quality one-stop delivery system, and particularly for its services provided to the region's business customers. Career Resources, Inc. (CRI), a private, non-profit organization located in Louisville, Kentucky, is the one-stop provider for the Louisville/Jefferson County Workforce Investment Area. CRI and the Louisville WIB have worked hard to develop and provide creative workforce solutions for businesses, individual job seekers and the community. The need for such a system came about as the Louisville/Jefferson County WIB and CRI recognized that in order to be relevant to the needs of the

areas' employers, the local workforce development system must focus on more than just low-skilled, high-risk workers, being prepared for entry-level jobs.

Realizing that the system's public and particularly business perception and its basic job seeker focus restricted their ability to provide effective services to all of their clients – businesses, individual job seekers and the community – the WIB and CRI embarked on an aggressive transformation to support a strategy shift unique to traditional workforce development approaches. The approach to achieving the new vision and mission of the system was to shift to an *employer first* focus. It was believed that to best serve all clients, the system must know the workplace and its job and skill needs. The idea is that relationships with employers are built to understand their needs and then this knowledge is used to counsel all clients on the best ways to utilize the talents and skills of individuals to solve business problems.

CRI services the needs of its clients primarily through its Business Services Division, which was started in 1999. This division provides a full array of human resources, training and customized staffing services for business clients. Some of these services, such as the job posting service, are provided at no cost, and others are offered at competitive rates.

Job–seeking customers come from all walks of life, represent all socioeconomic groups and occupational skill types/levels, and reside in urban, suburban and rural communities. Job seeker services are provided directly through five Career Center locations the service area. The Centers are fully-equipped facilities designed to enable the job-seeker in achieving a successful job search. CRI is also committed to providing job seeker services virtually through its website, where job seekers can access many of the same resources as can be found in the physical Centers.

Services have been provided to hundreds of business clients in the region, some of which include:

- 20-20 Eye Care
- BankOne Kentucky
- Corbett Construction Co., Inc.
- Global Sports Interactive
- HDDS, Inc.
- Illuminations
- Invesmart
- Katayama American Co., Inc.
- Lantach, Inc.
- Life Line Screening
- MedPlans Partners
- Paul Semonin Realtors
- Posdata
- RJF International
- Sears Credit
- Spatial Data Integrations
- The Budd Company
- Thornton's Gas and Food Marts
- Transit Authority of River City
- Whitney Young Job Corps Center

- Loctite Corporation
- Zeon Chemicals

IN LOUISIANA

Statewide Strategies

Louisiana's Business Outreach Initiatives
In Louisiana, state implementation of WIA was built around an aggressive outreach campaign designed to improve the way the workforce investment system works for its customers, including Louisiana employers. As part of their strategy, the state: established a $50 million per year incumbent worker program; divided the state into 8 regions, with regional managers, workforce transition centers, regional business liaisons, and business response teams in each area; and developed a customer feed-back loop (including employer forums) through which to monitor satisfaction with the new system. Through its business services representatives, Louisiana's employers have a single point of contact for the delivery of services to the business customer. As part of its strategy for meeting employer needs, the state stratified business into clusters based on occupational forecasting and employment data, as well as the identification of specific skill needs, including technical and soft skills. Finally, the state engaged in an active and innovative outreach campaign, including billboards, public service announcements, radio spots and even an L.S.U. baseball program. The state also engaged advertising students from L.S.U. in the development of its print ad campaign aimed at college students.

Louisiana Incumbent Worker Program (IWTP)
The Louisiana Incumbent Worker Program (IWTP) is designed to benefit business and industry by providing customized training to existing employees in order to update skills, increase overall company productivity, create new jobs, and increase the wages of the participants. The program is also designed to prevent job loss caused by obsolete skills, technological change, or national or global competition. The State of Louisiana allocates $50 million annually for customized training to businesses that have operated and paid unemployment insurance (UI) taxes in the state for at least three years. Businesses apply competitively for grants through the Louisiana Department of Labor.

Louisiana Regional Workforce / Economic Development Strategy
The Louisiana Department of Labor utilizes the 8 Economic Development Regions in the State as a basis for its organizational structure. Regional structures allow for continuity of service between rural and urban areas and provide management with the opportunity to work with employers using a broader pool of applicants. Regional jobs have been added and or updated according to customer input and demonstrated need. The department currently has Regional Managers who administer Wagner Peyser operations; Sub-Regional

Managers who specialize in the needs of suburbs or rural areas; Business Liaisons who work through the Chambers of Commerce to communicate availability of services to businesses; Rapid Response Coordinators who work to organize the implementation of on-site Transition Centers and other related services for dislocated workers; and Incumbent Worker Contract Specialists who assist businesses with developing contracts for training programs. The department is currently adding Program Advisors who will be responsible for working closely with subgrantees in the field on continuous program improvement based upon quantitative and qualitative feedback.

NEW ORLEANS

New Orleans Workforce Investment Board

New Orleans is another city that utilizes a strong, employer-led workforce investment board, working in partnership with the Mayor of the city, to shepherd a major redesign of the city's workforce investment system and to leverage the kinds of partnerships and resources (extending well beyond WIA title I WIA partners funding sources) that are necessary to provide the broad range of services needed in a dynamic urban area.

H1-B Visa Grant - Tech Skills

The New Orleans Workforce Investment Board (N.O.W.I.B.) was awarded a H1-B Visa Grant for technology in late 2000. Tech Skills, as the initiative is entitled, is a cost efficient tool to assist business and job seekers to upgrade their skills of the workforce. To date, three hundred and fifty individuals have been enrolled in this training program; one hundred and seventy five incumbent workers and one hundred and seventy-five unemployed and underemployed for high demand nationally recognized certifications. The New Orleans WIB worked collaboratively with Louisiana Technology Council, a local technology trade association to engage over thirty (30) regional employers.

Youth Career Center (Youth One Stop)

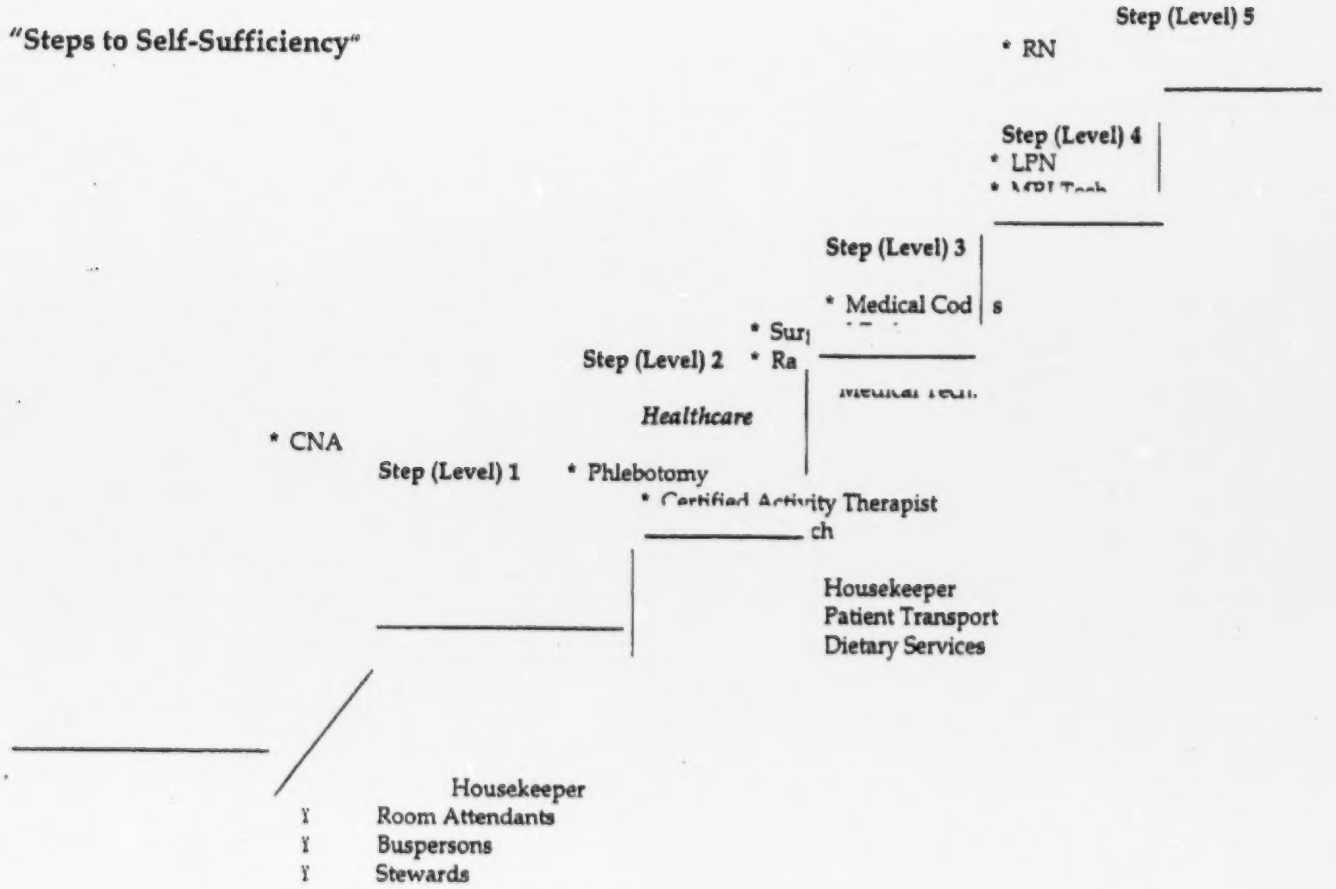
The New Orleans Youth Career Center (YCC) is the N.O.W.I.B. dedicated programmatic entity for youth services. The YCC is operated by a joint venture of two local non-profits, (Covenant House of New Orleans and Turning Point Academy, Inc.). The Center provides a comprehensive seamless system of services to young people fourteen (14) to twenty-one (21) years of age. The YCC has successfully established itself as the "youth place' where youth can get true opportunity and assistance. This is not only a realization for our youth but is evident by referrals and coordinated efforts with our judicial and community partners. The YCC, through the Board expanded it's service model to our schools, this year by out placing three youth advocates in six of our most at risk (high dropout rate, failing test scores) schools. This cooperative endeavor has

both expanded our reach and our ability to assist N.O. youth achieve skills necessary to be self- sufficient.

Low Wage Career Path: A Cross Cluster Strategy for Skill/Wage
Tourism and related service industries are the leading employment cluster in the region, with 26% of the labor market; and at the same time, tourism related occupations are projected to lead job growth in the area in the next four (4) years. The challenge faced N.O.W.I.B. and the other WIBs in the region is the high preponderance of low wage jobs within the cluster and the high turnover rates also contributed to selection of the tourism sector and related industries as a target of the N.O.W.I.B. five year business plan.

Healthcare services, another target of N.O.W.I.B. plan currently indicates employment of over 60,200 with projected growth over the next five years to reach an additional 12,000+ jobs. This cluster provides more opportunities for family-supporting wages and attainable career development.

The population of unemployed and underemployed adults and youth in New Orleans are focused with major challenges to career growth and family-supporting wages. The literacy and skills levels of the population is significantly below the needs of the region. This pilot was designed to target career path opportunities from entry level to skilled craft or professional level to mitigate between job seekers and employers. This pilot is one of our steps toward creating a labor market that adds value to the regional economy (N.O.W.I.B. Business Plan).


"Steps to Self-Sufficiency"
Step (Level) 5
* RN
Step (Level) 4
* LPN
Step (Level) 3
* Medical Cod
s
Step (Level) 2
Healthcare
* CNA
Step (Level) 1
* Phlebotomy
ch
Housekeeper
Patient Transport
Dietary Services
Housekeeper
Room Attendants
Buspersons
Stewards

Service/Support Plan Levels 1-3

Job Level Step	Phase 1	Phase 2	Phase 3
Level 1 *Job Requiring No Hard Skills Training* ï Housekeeping ï Patient Transport ï Dietary Services	**Assessment/Engagement** Reading below 6th grade level or Currently not interested in additional training just want/ needs more money/ benefits Job readiness/soft skills	**Employment/ Retention** Job retention/soft skills Work based literacy Job Retention	**Employment** Career Pathing Exploration Wage Increase
Level 2 *Job Training Requiring **Short Term** Hard Skills Training* ï CNA ï Phlebotomy ï Certified Activity Therapist	**Assessment/Enrollment** Min 6th grade reading Willing to participate 3-6 month work/study program	**Work/ Study** Skill training plus work and work based literacy *(as needed)*	**Employment Upgrade** Wage Increase Literacy upgrade GED prep

Level 3	Assessment/Enrollment	Work/Study	Employment Upgrade
Jobs Requiring Long Term Skills ī Medical Coder ī Surgical Techniques	Min 10th grade reading level Willing to participate in 9 month - 2 year work study	Skills training combined with employment Certification testing	Skill Attainment Wage Increase

IN MINNESOTA

Statewide Strategies

Minnesota's One-Stop Operating System (MNOSOS)

The Minnesota One Stop Operating System (MNOSOS) is a statewide technology system used to document the delivery of staff assisted services for 23 federal and state eligibility programs. It also has functionality to document the delivery of services and information provided to universal customers, and self-service functionality for employers and job seekers. MNOSOS includes federally funded programs from the Departments of Labor and Education, and programs funded by the state or at the local level.

MNOSOS is a comprehensive case management system used to document the delivery of services. MNOSOS components include: eligibility, enrollment, employment plan, case notes, activity, outcome, and follow up. It also has fund tracking, purchased services and individual person budget components. Correspondence, tickler, scheduler, job matching, and assessment tools are included. It is a self-service system for employers and job seekers that provides job listings, candidate resumes, and labor market information. It is a management information system that generates compliance, standard and custom reports.

MNOSOS is a tool for the partners of the Minnesota WorkForce Center system and other service providers to document and share information on common customers. It has common functionality built across programs; it is a service driven system; linked to national systems; and interfaced with financial and data systems. It is a tool built for staff to use during the delivery of services not just a data entry tool.

Minnesota Customer Satisfaction Survey

Minnesota is now nearly one year into a "System-wide Customer Satisfaction Survey" that assesses the satisfaction of employers and job-seekers served through nine separate programs in the WorkForce Center System. This survey provides the state with comparable information on customer satisfaction in each of the 16 workforce service areas and in each of the nine core programs operating in the WorkForce Centers. It also provides a system indicator to local workforce investment boards that assesses how the WorkForce Centers are doing in serving customers. Moreover, because data cannot be disaggregated at the program level in each WorkForce Center, all partners become accountable for ensuring that customer service across the WorkForce Center is of high quality.

Although the state has not yet completed its first year of data collection, they are already seeing WorkForce Centers taking the results seriously. Local workforce investment boards are discussing their results and asking how to improve service and thereby satisfaction. Local WorkForce Center staff are reviewing results and devoting time and energy toward enhancing their customer service. The evaluators tell us, "What gets measured gets done" and the importance placed on the results of this customer satisfaction survey is already having a positive effect on services to customers of the Minnesota WorkForce Center System.

Promising Local Practices in Minnesota

The Anoka County WorkForce Center - Forming Partnerships and Leverageing Resources Beyond WIA's 17 Mandatory Partners

The Anoka County WorkForce Center is a collaborative effort among community partners to deliver seamless employment and training services to job seekers and area employers. This program was built on a strong foundation of collaboration among both workforce and social service providers since the early 1990s. The relationship has allowed for innovative service approaches and cooperation among the core partners of the WorkForce Center and also among the other agencies at the Human Service Center—fostering the partners' ability to leverage resources and other supports to the integrated system.

The WorkForce Center's partnerships extend well beyond the 17 mandatory partners, including: the Anoka County Income Maintenance, Child Care Assistance, Social Services, and Public Health Nursing agencies; Free to Be (a grassroots non-profit agency linked to the faith community); the Community Emergency Assistance Program; the Anoka County Community Action Agency; the Educational Opportunity Center, Rise Inc.; Central Center for

Family Services; and several local churches and area employers. Staff at the center work in physically integrated teams and manage mutual cases and there is a strong emphasis on maintaining regular communication among all WorkForce Center partners.

The partners have long acknowledged the importance of implementing strategies and aligning resources that will support economic self-sufficiency. The most apparent example of this can be seen in the 1997 decision to integrate the Minnesota Family Investment Program (Minnesota's TANF program) within the WorkForce Center. Today, applying for public assistance in Anoka County also means applying for jobs. The work message is apparent, with easy access to a state-of-the art resource room with 29 personal computers, job club activities, job search workshops, and mini job fairs.

During the last 60 months, new partnerships have been forged across multiple non-profit agencies, education agencies, the faith community, and area employers in order to fill service needs. This community network enabled the Center to identify service gaps and to secure additional resources through competitive grant opportunities. A primary example of this collective effort is the Health Care Initiative with Unity and Mercy Hospitals and Crest View Corporation, a long-term care facility and senior housing campus. What started as a project to serve public assistance recipients needing entry level employment, has grown to a skill training project that also serves underemployed individuals interested in a career in the healthcare industry. These expanded opportunities are possible because of additional resources from the McKnight Foundation and the MN Department of Trade and Economic Development. Most recently the project will expand again due to a partnership with Hennepin County (one of the metro counties) and funding made possible under their H1-B grant award.

Minnesota WorkForce Center Hennepin North , Brooklyn Park, MN – Leveraging Resources, Outreach and Access

Partners at the Hennepin North Center partner with North Hennepin Community College's Center for Training and Development (CTD). North Hennepin CTD agreed to equip the WFC's computer lab with a contribution of over $47,000 worth of computer equipment which enabled the WFC to construct a state-of-the art computer lab with 18 computer workstations and one instructor station with overhead projection capability. In return, the college, which lacked space to expand, was allowed to use the WFC facilities during the evening and weekend. After the WFC's staff leaves at 5 pm in the evening, college staff arrives turning the office into a school off campus.

The combining and sharing of the various resources of staff, space, technology, programs, etc. has a great impact on this WFC. A greater multitude of customers are served as the school provides expanded services at this WFC. Many of the students are individuals who are employed and are taking short-term classes to improve their work skills. Examples of classes offered are personal development, Spanish in the Workplace and over 20 different computer skills classes. It is estimated that 400 students have used the training lab in the evening hours over the last several months.

In return, the partners of the WFC have use of the computer lab for training purposes for staff, to include other partner staff from around the state, plus the capacity to train customers on computer basics, building resumes and using internet Job Banks. Technical assistance for the lab is provided by both the WFC and North Hennepin CTD's technical staff. With the luxury of a training lab housed within the North Hennepin WFC, it is estimated that approximately 330 WFC (partner and MDES) staff alone will be trained over the next couple of months (including 10 sessions for Minnesota's new OSOS system and two training sessions for approximately 30 staff on Excel and Access). Not only does this create a savings in staff training dollars, it also creates savings in logistics costs and efficiencies in staff travel. Also, the computer lab has attracted other training opportunities during the day providing income for the partners in the WorkForce Center. In September and October 2002, staff have scheduled and will be conducting classes for the Universal Customer alternating between basic computer training and Internet Job Search classes.

Minnesota WorkForce Center - Fairmont, MN -- Successfully Integrating The Business Community And Increasing Employer Involvement In The One-Stops. The three-county area served by the Fairmont center has a shortage of trained workers in healthcare, most noticeably in nurses, both practical and registered. Occupational training in this field is more than fifty miles from Fairmont. Most graduates in nursing find employment either in the city where they are taking their training, or in larger, metropolitan areas. To assist in alleviating this shortage, the WorkForce Center contacted area hospitals, medical centers, nursing homes, and area officials interested in this problem. The intent was to determine the interest among area healthcare providers in trying to offer practical and registered nurses training locally, and to train incumbent workers for these positions. Employers were enthusiastically in favor of this approach, and a support group of fifteen employers and eleven community members, along with WorkForce Center staff was established with the goal of finding a way to bring practical and registered nurses training to the area.

After being turned down from one technical college, the Minnesota West Community College from Worthington, MN, met with the group and agreed to start a practical nursing class in Fairmont on August 22, 2002. This class is part time and will be made up mostly of incumbent workers. Many of those attending are having their expenses covered by their employers. Forty-one applicants were accepted from area employers.

Next, the group started looking for registered nurses training, and was able to participate in an H-1B training grant that was recently awarded to the Southwest Private Industry Council in Montevideo, MN to train registered nurses in rural Minnesota. Again, Minnesota West Community College of Worthington, MN, accepted the challenge to provide this training in Fairmont. This training, too, started August 22, 2002. Twenty-two applicants were accepted. All will receive help with a portion of their tuition through the H-1B grant. Nine of those accepted are practical nurses who are incumbent workers. This training is on a full-time basis and will be completed in two years. The impact upon completion will be tremendous for the area. In June 2005 the area will have more than forty new practical nurses and by June 2004 more than twenty new registered nurses. Area employers spend more than $5,000 per nurse in recruiting efforts. Fiscally, this will be more than a $300,000 savings. If we can continue this and other similar training efforts, the dollar impact will be multiplied many times over.

IN NEW HAMPSHIRE

Statewide Promising Practices

New Hampshire has undertaken work in two areas with the goals of improving service delivery system-wide, and the establishment of best practice. The Placement Institute in New Hampshire was designed to improve business services across the state, by ensuring that employers placing job orders be put in touch with only one key contact from the one-stop centers (NH Works). Such a single point of contact strategy avoids bothersome, multiple contacts from various team members, which in turn encourages business utilization, and repeat utilization of the workforce investment system. A second project engaged in by the State to improve service delivery in the state's workforce investment system, provides guidance to one-stop staff on customer relations practices. This strategy defines a customer's "workflow" through a one-stop center, and includes signage and brochures explaining the roles of each of the front-line staff and updated policies. One practice calls for team members to always come out from their cubicles to greet customers, and always walk them to the front door following an appointment or meeting. Such practices, patterned after business practices, increase the quality and perception of services in the one-stops and should increase utilization of the centers.

IN NEW YORK

Statewide Strategies

Skills Gap Identification Strategy

In New York, using the state's 15 percent WIA funding, all local workforce investment boards in the state were provided with a $25,000 grant to undertake a skills gap analysis in their communities from both the business and the jobseeker perspectives. This information was then to be used in answering nine policy questions to help local boards shape their priorities around services, skills, and training. With the completion of that initiative the State Board then made available to all local areas the opportunity to apply for a $100,000 grant to help address one of the gaps identified in their Skills Gap analysis. The funds could be used for an array of activities aimed at developing long term solutions or strategies to closing the gap. Twenty of the thirty-three workforce areas applied for the Round 2 activities. The state is using the work of the local boards to develop a new, much improved eligible training provider list, and move the local boards away from demand occupations -- toward demand skills. The state will undertake work in the future with local boards on: identifying skill sets across occupations and supporting their efforts to prioritize skills (as opposed to occupations) in demand in their labor markets; and in helping them determine how to use their limited dollars to leverage others in providing the customers with transferable skills. The state will also work with a number of local areas who, as a result of the first phase, indicated a desire to develop a credential around a set of soft skills.

Statewide Web-based Training Initiative

The State Board in conjunction with the Governor has released an ongoing training initiative with a web-based application (www.workforcenewyork.org -- referred to as BUSINYS - Buildling Skills In New York State). To make this initiative even more innovative, is the fact that scoring for this on-going solicitation is conducted through a partnership between local boards and the state. Local workforce areas conduct the first 20 points of the rating - and the rating criteria tie training being sought by business back to the skills in demand in the region. This information (whether business uses the system, etc.) is used by local boards in determining their priorities. The initiative has garnered good reviews as it has rolled out and appears to hold significant promise. A number of local areas have really engaged in focusing services and training offerings around demand from customers versus what services and providers are offered. The initiative is helping local areas determine how to better meet business needs and determine whether or not they should revisit their local priorities and policies.

Partnering Initiatives

In an effort to encourage partnering and integration, the State has begun to connect a number of funding initiatives made available at the state level, regardless of funding stream, to WIA principles. As a result, funding made available for Health Care worker training through NewYork's Department of Health, carries with it a requirement that applicants must receive local board signoff in order to access training. Training provided using state-level TANF funds must be provided by WIA eligible training providers from the Eligible Training Provider list, and must identify the skill sets to be trained in and tie those to the work of the local boards. New York is trying to go beyond WIA title I funding both to leverage resources for training and workforce development, and to build a comprehensive workforce investment system.

NEW YORK CITY

The New York City WIB's Response to September 11

The terrorist attack and the destruction of the World Trade Center in New York City on September 11, 2002, resulted in the deaths of almost three thousand people, the destruction of the World Trade Center's Twin Towers and three surrounding buildings, significant damage to at least ten other buildings, the immediate loss of approximately 65,000 jobs, the collapse of much of the city's communications network, and the inability of the City, State and Federal offices surrounding the World Trade Center site to be occupied for periods of two weeks to four months based upon their proximity to Ground Zero, as the world Trade Center site became known.

New York City's Workforce Investment Board rose to the occasion and played an important role in the coping and recovery of New York City from the attack. On September 12th, the day after the attack, with the fires still burning downtown, the National Guard still patrolling the streets, the bridges and tunnels still closed, and the Air Force flying cover over a shaken city, the WIB Chair, Stuart Saft, and the WIB Executive Director, Dorothy Lehman, began to reach out to City, State, Federal officials, unions leaders, and others in an attempt to begin pulling a group together to deal with the likely short and long term unemployment resulting from the attack. With communications affected by the attack, the attempt to reach out was frustrating at best. However, workforce investment system partners joined together to address the economic dislocation that resulted from the attack.

In an incredible act of generosity the chairman of the New York Association of Training and Employment Professionals (NYATEP) loaned its Executive Director, John Twomey, to the New York City WIB for three months. Twomey

arrived at Saft's law office twenty-four hours later weighed down by electronic equipment and plans. Saft's midtown law office became the home of the WIB as well as part of the New York City Department of Employment and the Human Resources Administration. Along with officials from the State Department of Labor, they began putting together an unemployment relief plan. This resulted in a meeting on September 13th at the Consortium for Worker Education (CWE) with representatives of the City's Department of Employment, the Human Resources Administration, the New York State Department of Labor, the U.S. Department of Labor, and the Mayor's Office of Operations, to begin planning out a method of getting short term jobs for those suddenly without employment.

On September 14th, a follow-up meeting was held at CWE to formalize the plans for the emergency jobs centers, which would operate out of CWE's facilities. Later that same day and the next, meetings were held at Saft's office with members of the various City agencies involved in employment issues. The guiding principle of these meetings was best expressed by Saft when he said that "Since we are meeting in a private-sector office, private sector rules apply. That means we identify a problem, figure out a solution, and not get bogged down with the trivia of what regulations would be affected. After September 11, there are no regulations."

The teams met non-stop from Thursday through Saturday and by Monday morning, the finishing touches were put on the plan that would ultimately become known as the Twin Towers Job Centers, which would ultimately become an integral part of the Twin Towers Family Centers – a one-stop center for those affected by the tragedy to have their needs addressed.

The following week, the WIB met with representatives of all of the involved organizations to plan its subsequent actions. Saft, Lehman and Twomey then went to Washington and met with members of the U.S. Senate and House of Representatives, about the need for federal assistance to meet the workforce needs of the city.

The response of the partners in New York City are not only an example of what potential the workforce investment system has for meeting vital needs of America's workers and employers, even in tragic times as those following September 11.

CWE Delivery of Services for Workers Impacted by the Tragedy

Chosen by the New York City WIB and the State of New York as a primary provider of services for workers impacted by the World Trade Center tragedy, the Consortium for Workers Education (CWE), in collaboration with the Central

Labor Council AFL-CIO, immediately created an Emergency Employment Clearinghouse, the goals being threefold:

- to assist employees find immediate temporary employment;
- to assist businesses find qualified staff for their immediate needs, and
- to create new positions to help spur the economy.

The Emergency Employment Clearinghouse consisted of 6 distinct components: employment-service hotlines; business-service hotlines; in-take/orientation; resource rooms; referrals; and support services.

Job-Seeker Hotline. An emergency hotline for job seekers was established to offer rapid assessments for job-seekers, and then match them to existing job orders.

Business-services Hotline. An emergency hotline for employers was also established where employers could can call in to offer employment, or request additional business services.

In-take/orientation. Customers needing immediate job placement were referred to CWE's offfices, where staff conducted abbreviated in-take sessions, introduced customers to the full description of clearinghouse services. Two orientations were offered daily.

Resource Rooms. Three Resource Rooms were established where customers who did not need individual assistance could find information on their own. Two computer labs with internet access and connections to the CWE Job Bank were made available, where job-seekers had immediate access to the positions listed during employer consultations via the hotline. Career Advisors and computer technicians assisted customers in these two areas. The third room, also staffed with Career Advisors, had newspapers and other employment materials. Resume workshops and Job Clubs were offered on an ongoing basis. The Job Club offered participants a forum to both share their job search experiences, and network with each other and with a CWE Career Advisor.

Referrals. Employment referrals were initiated when a job-seeker's skills were matched to an employer's needs. Participants were also referred to the CWE's other employment programs – the five Worker Career Centers, one in each borough, the Jamaica One-Stop Center, Nexus, and PROS (Professional Re-employment Outplacement Services) – where they would have access to the full array of CWE education, job placement, and counseling services, including appointments with Career Advisors, group workshops (e.g., resume writing, communication skills, etc.), computer courses, and access to both short and long term training. Customers affected by the WTC disaster were given priority in these program components, though all customers are served as quickly as possible.

Support Services. On-site CWE had several professionals who were available for crisis intervention at all times, available to both staff and customers. As a partner

in the city's One Stop and Twin Towers Job Link programs, CWE had up to date information on benefits and assistance for WTC dislocated workers. Resource information was given out daily to Clearinghouse customers regarding unemployment insurance, emergency medical care, and other critical social services. In addition, contacts with other appropriate agencies were made to arrange for financial and other assistance to WTC victims.

THE NEW YORK ASSOCIATION OF TRAINING AND EMPLOYMENT PROFESSIONALS (NYATEP)

In addition to the innovative work of the New York State Department of Labor, the New York Association Of Training And Employment Professionals (NYATEP), an organization representing workforce professional staff throughout the state of New York, promotes, enhances, and serves the interests of local workforce investment agencies and system partners. NYATEP tracks the broad spectrum of workforce investment legislation and policy for its members, and relays their impact to the membership. An affiliate of the New York State Association of Counties (NYSAC), NYATEP works closely with other statewide associations on policy and program issues of mutual concern.

NYATEP acquires, interprets, and distributes to the membership the most up-to-date information on workforce investment, welfare reform, youth employment and training and related initiatives. By keeping the system informed, NYATEP members are better prepared to play an important role in the local design and implementation of various workforce development initiatives.

NYATEP provides training and technical assistance to workforce investment policy makers and practitioners, crucial to the success of New York's efforts in meeting the challenges of preparing the workforce of the future. Training and technical assistance are provided through a broad range of services, from assistance given by staff to members over the telephone, to on-site brokered training, to seminars and conferences designed specifically to meet the needs of the membership. Some examples of the kinds of training and technical assistance provided to its members include professional development initiatives such as recent Academies held on Youth Development, One Stop Career Centers, and Welfare-to-Work. In addition, the organization is sponsoring a Youth Leaders Academy with the goal of better serving youth by strengthening current skills and building new competencies required for future leadership of youth workforce development systems. The WIA Leaders Academy curriculum is

designed to address major challenges of the WIA implementation through exposure to current information about effective practice, policy, and research from the fields of youth employment and youth development.

Some Additional Promising Local Practices in New York State

Jefferson-Lewis Community Youth Mapping Project
The Jefferson-Lewis Workforce Area in Watertown, NY has implemented a "Youth Mappers" initiative to comprehensively and cohesively assess youth services in the community in order to improve their targeting, integration, and effectiveness. "Youth Mappers" surveyed the community through scheduled on-site interviews in order to gauge the status of youth services in the area. After adult supervisors reviewed each survey for completeness, youth staff entered responses into a database and scheduled second interviews required to obtain missing information. Survey staff (youth and adults) met each Friday to reflect on their experiences, review progress on the week's goals, and to plan for the following week.

The project strengthened relationships between youth and adults, businesses, local organizations, and youth service providers. The results provided a comprehensive look at what community resources are available for young people and where there are gaps. The project positively impacted WIA performance measures including career awareness, high school graduation, enrollment in post-secondary education, job placement, and job retention.

Broome-Tioga Workforce Development System -- Improving Services To Laid-Off Workers

The Broome-Tioga Workforce Investment Area has developed a strategy to improve services to recently laid-off workers by increasing customers' knowledge of training and job-search information; providing faster access to training programs; reducing unemployment insurance claim duration; and increasing dislocated worker expenditure rates. This initiative was developed in response to the significant increase in the area's dislocated workers, with unemployment in Broome-Tioga counties nearly doubled due to a series of sudden company closings and workforce reductions in 2001.

NYSDOL and WIA staffs, which were already integrated, partnered with businesses and private non-profit service providers to provide services to dislocated workers. The Business Services Team developed a survey to be distributed by companies to workers targeted for layoff or at a rapid response meeting to determine their service needs. They then used this information to

improve their services and service delivery. Through improved, direct contact between businesses and Board members, staff, and partners, advance notification of layoffs has been increased. NYSDOL and WIA staff members are cross-trained on UI and WIA services. Downsizing businesses participate in designing and planning rapid response services based on a needs assessment. Board, staff, and partners market services for dislocated workers through pre-layoff workshops at downsizing companies, local print media, and Unemployment Insurance (UI)-mandated workshops at One-Stop Employment Centers. All UI applicants and beneficiaries receive an orientation to One-Stop core services. Profiling systems were developed to quickly identify dislocated workers who are eligible for intensive and training services. UI claims and WIA program participation data were analyzed to adjust training and service priorities as needed.

The results speak for themselves. Of one-stop services provided to dislocated workers in 2001 -- 175 Job Search Orientation workshops were held for 4,536 attendees. One-Stop Resource Rooms served 7,798 job seekers, 79% of whom were UI beneficiaries. Rapid Response orientations were provided to 973 individuals. Six hundred individuals were screened for WIA eligibility. There were 105 new dislocated worker enrollments in retraining. And the dislocated worker placement rate of 72% is compared to a 40% average for the Southern Tier region. Strategic planning by the Board in early 2001 correctly identified a need to respond to the slowing economy and increasing numbers of dislocated workers.

Hempsteadworks Quality Assurance Program

The HempsteadWorks Quality Assurance Program (HWQAP) electronically integrates the partners, vendors, and other workforce system stakeholders in the Hempstead Workforce Investment Area, to continuously improve service quality, management strategies, and funding oversight in the system. The Quality Assurance Program uses a customized software program to collect, analyze, report, and share customer service data. It was initiated with eight one-stop partners, three vendors, and 100 staff members at 20 separate access points, who use the software that can be amended daily. The WIB, Youth Council, and One-Stop partners use the customer service data to provide leadership and strategic planning to support continuous improvement efforts. Such efforts follow the Malcolm Baldridge model: leadership establishes mission and vision; strategic planning sets the implementation course; process management activities develop improvements or new products; and results are measured.

The HWQAP has profoundly affected the local workforce system's ability to foster fact-based management and raise sensitivity to customer needs. System performance outcomes for PY 2000 (July 1, 2000 - June 30, 2001) have been

positively affected by the initiative. The system's performance outcomes for the year included: 89.5% in employer customer satisfaction; 93.5% job-seeker customer satisfaction; 4,915 job seekers were served at costs of $328.55 each; and a $16.40 return-on-investment for each dollar invested in the system was achieved. The ultimate finding – goals can be achieved by investing in continuous improvement and listening to one's customers.

IN RHODE ISLAND

Rhode Island Statewide Strategies for Incumbent Worker Training

The Rhode Island Human Resource Investment Council (HRIC) was established by state law in 1992 in order to coordinate Rhode Island's work force development system. The HRIC's primary role is to act as a catalyst, initiating inventive programs, funding innovative solutions and building dynamic networks. Its ultimate mission is to engage in research, demonstration and coordination and training activities that help to develop a productive workforce and a competitive business environment. The HRIC also advises the Governor on related work force issues. The HRIC receives funding from the Job Development Fund (JDF), a 0.21% sliver of the employer payroll tax. The cost to the taxpayer has been offset by reducing the regular unemployment payroll tax liability by the same amount. Consequently, the JDF represents a zero tax increase, while approximately seven million dollars in dedicated JDF revenues finance work force development initiatives for Rhode Island businesses.

The HRIC has identified four primary categories into which they invest in Rhode Island's future: Economic Development Opportunities; Opportunities for People in Need; New Learning Opportunities; and Network Opportunities. Specifically, the Economic Development Opportunity category services incumbent workers through the following innovative initiatives, provided through grants to businesses to help offset the cost of training.

Excellence Through Training Grants
Since 1993, nearly 700 Rhode Island businesses have been awarded more than $11 million to sharpen their competitive edge through employee training programs. Many of these companies have reported tremendous gains in productivity and profitability.

This grant program is available once per year with applications usually becoming available in April for training to begin in July. There is approximately $1 million dollars made available each year for this program. An individual company can apply for up to $30,000 and a consortium of companies can apply for a maximum of $60,000. A consortium would be three or more eligible

companies joining together to share training needs. An employer match is required on a one to one basis through a combination of cash and in-kind contributions.

Examples of eligible training include: New Technology and equipment, team building, English as a second Language, Workplace Literacy, total quality management, ISO, Management/Supervisory Training, Cross Skill Training, High Performance Workplace and development of a Learning Organization. These are just some examples of eligible training programs. The company determines the training needs hopefully based upon an assessment. The only restriction would be training that may be seen as regular order of business like new employee orientation.

Companies can apply by completing a grant application. Applications are then read and scored by a group of volunteers and only the highest scoring applications are funded. The process is very competitive with approximately 60% of applicants being successful. In order to be eligible to apply a company must be a for profit RI registered employer paying into the Job Development Fund.

Employee Investment Grants

Rapid changes in technology and organizational restructuring can easily overwhelm smaller businesses. Employee Investment Grants address this challenge with personalized training grants that allow employers with 100 or fewer employees to retrain workers for new technologies or systems.

This grant program is available at anytime during the year. Approximately $900,000 is made available each year. Companies can apply for up to $10,000. An employer match is required on a one to one cash basis. Usually the total cost of the training is just split between the grant and the employer. Applicants offering the participating employees a wage increase at the completion of training are given preference.

Examples of eligible training include: Introducing New Machniery and technology, Total Quality Management, ISO, Continuous Improvement, Supervisor Training, Organizational Development, and Workbased Literacy. These are just some examples of eligible training programs. The company determines the training needs based on an assessment.

Eligible companies must be RI for- profit registered employers contributing to the Job Development Fund with 100 or less employees. The participating employees must be working full-time. The process is non-competitive. An application must be completed and approved prior to the start of training.

Job Creation Grants
This program provides grants for companies moving to or expanding in Rhode Island. Approximately $1 million dollars is made available for this program each year. The funds are used for new employee training. Grant amounts vary due to the intensity of the training and the number of new employees being hired. An employer match is required on a one to one basis. The types of eligible training is dependent upon the positions being created.

Export Assistance Grants
This program provides grants up to $10,000 for RI companies looking to begin or increase exporting. An employer match is required on a one to one basis. Usually the total cost of the training is just shared between the grant and the employer.

Eligible companies must be RI for- profit registered employers contributing to the Job Development Fund. An application must be completed and approved prior to the start of training.

The types of eligible training include: market entry training, trade show/mission training and export management training, international business plan development, market entry strategies, export logistics, and language training.

IN WASHINGTON

Washington Statewide Strategies

The Red Flag Report
Because the state has faced unprecedented layoffs and business downsizings over the past two years, Washington developed a significantly different structure of services for dislocated workers in recent years. One of the new initiatives is called the Red Flag Report and Communication Protocol, an early warning protocol designed to better enable the workforce system to respond quickly to the increasing numbers of worker dislocations within the state.

WorkFirst Job Retention and Wage Progression Activities
Following up on earlier successful strategies for moving welfare recipients into work, Washington developed its WorkFirst Job Retention and Wage Progression Activities, focusing on job retention and wage progression for individuals who have moved into employment from welfare. This approach is built upon the utilization of success plans, follow-up services for WorkFirst participants, and job success coaches. This program has changed the culture of the Employment

Security system from finding people entry-level jobs to a career advisory service that stays with people over a period of years.

Washington's Job Hunter Workshops
Washington's Job Hunter Workshops provide core group-level job search assistance, consisting of both a curriculum and quality standards for job search with the goal of improving services for unemployment insurance claimants.

Joint Agency Collection Project
This program, which was selected for Governor Locks' "Governing for Results" award, and nominated for the Council of State Governments Innovations Awards Program, is designed to increase the number of offenders who are engaged in employment and pay child support.

The offender population contains a significant number of non-custodial parents (NCP's) who have an obligation to pay child support. Many NCP's in this group pay very little or none of their child support because, at least in part:

- They have default child support orders that are too high and were not set according to their actual income. Over time these child support orders result in excessive child support arrearages and unmanageable support payments.
- Upon release from incarceration they often have difficulty finding and sustaining employment.
- They seek 'cash' employment or return to illegal activities to support themselves while avoiding their child support obligation.

Promising Local Initiatives in Washington

Pierce County Careers Consortium
An excellent example of a successful local consortium can be found in the Pierce County Careers Consortium, which is a consortium of school districts, community colleges, chambers of commerce, Economic Development Board, and the Tacoma-Pierce County Workforce Development Council. The Consortium has been responsible for:

- Creating seamless projects and opportunities for students to move from high school to college and to the workplace.
- Establishing a dual credit program leading to elimination of redundant course work and to quicker student transition to more challenging courses.
- Integrating industry skill standards into courses.
- Completing an agreement on a seamless pathway from high school courses to college to the Information Technology-Programming degree program at University of Washington -Tacoma.
- Implementing individualized planning programs for high school students that increased parental involvement has decreased dropout rates.

The consortium has promoted apprenticeship programs, expanded work-based learning experiences for students, and offered industry standards training, and awarded more than 9,600 college credits through the dual credit program.

Grays Harbor Employer Assistance Project

By meeting and maintaining the needs of the employer, the job seeker is the beneficiary. This award-winning project demonstrates how hard-to-serve customers such as welfare recipients can be successfully placed and retained in employment by focusing on the needs of the employer. Rural Grays Harbor's Chamber of Commerce takes the lead on this project, to meet the needs of business through coordination with programs available at WorkSource Grays Harbor.

The project helps unemployed individuals gain and retain employment. Project staff maintain relationship's with both the employer and the new worker after placement. To date, more than 160 businesses are registered with the project, 234 individuals have been placed in full-time jobs (as of Sept 2001), and their retention rate is 82 percent. This project has received the Outstanding Rural Employment and Training Program award from the National Association of Workforce Boards in February, and it has been recognized by the Heldrich Center for Workforce Development at Rutgers University as a One-Stop system innovation.

WorkSource Walla Walla Proficiency Testing Center

The Proficiency Testing Center was part of WorkSource Walla Walla's work to engage customers in defining service needs and exploring innovations to provide better customer service. The testing center was established after staff took the request from a large local employer for office skill proficiency testing and turned it into a program that other employers and job seekers could benefit from. The center tests the proficiency of potential employment candidates for a variety of office skill sets. It enables employers or job seekers to select combinations of testing criteria and to immediately see results. Individual results also may be documented to the job seeker's history for reference by staff serving the customer.

Seattle-King County Community Response Team

The four-member Community Response Team's innovative approach takes the services of WorkSource and its community partners on the road to companies in the midst of layoffs. The team helps a company establish a Reemployment Committee, with management, union representatives (when present) and affected workers identifying employee needs and available resources. Many needs are met by the response team through direct unemployment referrals, NAFTA and TAA petitions, dislocated worker service application sessions, and

customized job-search workshops on topics such as resume writing, interviewing techniques, and cover letters.

From July 2000 to June 2001, the team served 65 downsizing companies and helped 7,264 dislocated workers enroll in a community or technical college, participate in publicly funded reemployment programs, or collect unemployment insurance.

Graduates Ready to Excel in America's Technology (GREAT) program
Tacoma - Pierce County

Youth who have experienced abuse, neglect and other circumstances resulting in out-of-home care placement may need additional resources to reach their full potential. In light of the alarming, but the very real plight of these youth the Tacoma Division of Casey Family Programs along with the Pierce County Employment and Training Consortium banded together to develop the Graduates Ready to Excel in America's Technology (GREAT) program. This unique and powerful collaboration is the first in Pierce County to combine federal and private funds in an effort to target and meet the unique needs of youth transitioning out of foster care.

The approach to provide GREAT services focuses upon;

- addressing participants individual needs
- utilization of existing and emerging community resources
- direct contact with other professionals connected to participants, such as Independent Living Service (ILS) providers,
- tapping into other funding streams to meet participant needs
- informing the community of the needs for youth in out-of-home care.

GREAT participants age 17-24 benefit from an expanded wrap-around program that allows participants to focus on developing skills in the areas of job readiness, training, and work experience. *The goal: enhance youth's ability to be self-supporting while earning a prevailing wage.* Employers received work experience interns who had successfully completed 60 hours of technology training provided by Casey staff, 12 hours of Conflict Resolution, 10 hours of Leadership training, and numerous hours of portfolio development prior to placement.

Tacoma-Pierce County WDC
Melding Workforce Development Systems with Department of Corrections

In February 2001, the Workforce Development Council (WDC) discovered that the Department of Corrections (DOC) planned to open a Community Justice Center that would make available workforce development services to its offenders and community at large in a one stop environment. With this discovery, the WDC engaged DOC in several meetings to inform DOC of WIA investments already being made by the WDC to provide core and intensive

services to Pierce County residents. As a result of these meetings, a formal partnership between DOC and the WDC was formed to leverage DOC and WIA resources to enhance the One-Stop Career Development Center (CDC), WorkSource Pierce, and to facilitate access to workforce development services to DOC customers and their associated family members.

To date, DOC has invested $390,000 as a partner of WorkSource Pierce. These funds have been used to purchase additional computers and resources to support core services operation at the CDC, where Community Corrections Officers can refer DOC customers. These funds are also used to make available three WorkSource staff who coordinate with WIA partners to provide free workshops and training that include drivers license reinstatement, consumer credit counseling, cognitive and behavioral change, Division of Child Support guidance, etc. These sessions are provided at the CDC to all interested individuals. The three WorkSource staff also provides customer assistance in core services as well as provide intensive services to DOC customers and their associated family members.

Currently, DOC is planning to acquire additional space at its Community Justice Center and will be obligating resources to meet WorkSource Pierce affiliate site criteria. DOC will seek certification from the WDC to become a WorkSource affiliate site partner by the beginning of 2003. DOC and the WDC have been able to stretch their respective budgets while ensuring that high quality, workforce development services are available for universal access as well as targeted populations.

Columbia Gorge WorkSource Independent Learning Resource Network
The Independent Learning Resource Network consists of three alternative high schools housed within three (local) One-Stops. Students who fail to thrive at a traditional high school can earn their diploma or GED in a new setting that features individualized instruction and curricula, competency-based learning, and access to One-Stop employment and social services.

Pregnant, parenting, and working youth often drop out of school to concentrate on their other responsibilities. When dropout rates in this rural community reached 20-30 % in the early 1990's the White Salmon School District and the local employment office joined forces to provide youth with another viable education and training option. Alternative schools appeal to students who function more effectively in a noncompetitive environment that allows for greater autonomy and more personalized relationships with their instructors.

Enrollment is up 300% from 1994 at the three sites, which served 216 enrollees during the 2000-01 school year.

The Eastern Washington Agriculture and Food Processing Partnership
The Eastern Washington Agriculture and Food Processing Partnership is a nationally recognized model of how strong leadership, teamwork and commitment can transform a traditional labor market into an industry of the future. This innovative partnership was created to meet employers' need to train incumbent workers in two of Washington's largest and most labor-intensive industries – food processing and farming.

Federal, state, and private organizations have contributed nearly $2 million and extensive expertise to the project. Participating employers responded positively by matching each public training dollar spent with $1.47 of their own.

This customer-driven sector initiative has shown tremendous results since Jan. 2001. It has:

- Created 26 customized training courses offering certification and opportunities for specific career advancement.
- Delivered training events for more than 32 companies at 70 work sites.
- Exceeded Governor Locke's goal of training 400 employees by more than 75 percent, ultimately providing 785 training slots for current workers.
- Achieved trainee wage increases due to increased productivity. Workers earned an additional $300-$600 over a four-month period following training.
- Training was completed at an average cost of $450-500 per individual, per session. This represented remarkable savings to many employers who previously had to pay to send workers out of the area for training.

Workers now have the skills they need to earn better wages and become more competitive in today's job market, and businesses are better positioned to be more productive.

The Olympic Consortium
Incumbent Workers - Olympic Health Care Alliance
Approximately 18 months ago, the Olympic Workforce Development Council received a SKILLS grant to create an alliance of health care, allied services, labor and education institutions to examine the skills and occupation gaps in Health Care. This resulted in the creation of the Olympic Health Care Alliance, which covers the three most northwestern counties in the lower 48 states. The service area extends over 200 miles from one end to the other.

The alliance came up with several goals, including "specialty skills" didactic training for RNs. Upon receipt of $135,000 Industries of the Future grant, the Alliance created a training program for Gerontology, Preoperative (operating room), and Critical Care. Partners in the program include long-term care

organizations and hospitals. Each course is in excess of 100 hours. Due to the remoteness of the service area, employers had to send employees to the Seattle/Tacoma area for training (over 150 miles for some). This program does the reverse, it brings the instructors to the alliance and classes are set-up so that no attendee has to travel more than 60 miles for training.

WISCONSIN

Statewide Strategies

Integration of TANF into One -stops

Wisconsin has integrated TANF into its one-stops throughout the state through the following strategies:

- The state TANF agency is consolidated with the Department of Workforce Development (DWD) that also includes the state's WIA, the Employment Service, Vocational Rehabilitation, and Unemployment Insurance agencies;
- The WI DWD has a seat on the state's Council on Workforce Investment (CWI) and provides staff support to CWI efforts;
- TANF is a required partner under WIA by state policy;
- Local TANF agencies - Wisconsin Works(W2)- serve on local WIBs;
- The RFP to select W2 agencies requires that they operate within the One-
- Stop structure. Sixty-two of Wisconsin's seventy-eight Job Centers have a W2 agency within the local job center site; and
- Beginning in July 2001 the State WIA and TANF staff have been integrated into a common operating Division – the Division of Workforce Solutions. This has begun the next phase of WIA/TANF integration in Wisconsin into a common workforce system.

Wisconsin Incumbent Worker Program - WIA

Wisconsin's Incumbent Worker Training Program grants are intended to serve as incentives for business/industry to institute or continue programs and investments addressing the changing skill and education requirements of our workforce and workplace restructuring issues. These grants are to provide needed funding for projects that could not be implemented without it. For purposes specific to this grant, "incumbent workers" are defined as "permanent full-time workers who have been employed at a firm for a number of years". Their success can be measured through increased wages, layoff aversion, skills attainment, or in training for or placement in positions on a career ladder toward such skills attainment.

Wisconsin's Workforce Advancement and Attachment (WAA) Program -- Incumbent Worker Program - TANF
Wisconsin's Workforce Advancement and Attachment program targets $8 million annually to local WIBS and W2 agencies to support current low income people under 200% of poverty in their search to gain higher wage levels. Resources to WIBs are designed to help low income individuals (who have not had interaction with the W2 agencies from "falling" into that system) advance in wage progression. Resources for the W2 agencies are to work with former customers to keep them attached to the workforce and help them advance. Local areas also have the option of combining their programs to operate as one.

A SAMPLING OF PROMISING PRACTICES IN SOME OF THE NATION'S LARGEST CITIES AND URBAN COUNTIES

BALTIMORE

Baltimore City's Youth Opportunity Grant
Baltimore's Youth Opportunities (YO) grant programs are creating a systemic approach to youth services in the City that is turning kids' lives around. Now entering its third year, 2,200 at risk youth have been engaged in a broad array of coordinated resources - ranging from occupational and/or computer skills training, internships, job counseling and placement and remedial education, to arts, sports and recreational activities - all of which are designed to help them negotiate a career pathway to success. Recent trends point to an increasing number of YO participants opting to pursue postsecondary education, with nearly 60 YO participants now enrolled at area colleges and universities.

Baltimore City One-Stop Career Center Network Digital Learning Labs
The Digital Learning Labs at Baltimore's One-Stop Career Center Network are closing the digital divide and helping to ensure that all City residents are computer literate. Recognizing that employers need a computer savvy workforce, the Mayor's Office of Employment Development established a Digital Learning Lab in each of the 4 One-Stop Career Centers in October 2001. No cost computer literacy skills, desktop resources, high-speed Internet resources, email, and instructor-led courses in various software packages (Microsoft Applications) are among the services and course offerings that are available. In 11 months of operation, 2,695 individuals have received 11,086 computer-training sessions, and 631 individuals have been awarded certificates of completion.

STEP – Skills-Based Training for Employment Promotion
Created by the 2000 Maryland General Assembly and funded with State General Funds, STEP recognizes that low wages, skills mismatch and lack of training pose significant challenges to working parents' ability to achieve economic self-sufficiency. Baltimore's innovative STEP initiative trains entry-level workers – custodians, dietary aides, and security guards working at multiple area hospitals – in one of 5 training tracks (surgical technician, nursing extender, pharmacy technician, medical coding technician, and dietary manager). STEP program participants work a 24-hour week and train the remaining 16 hours, while receiving their full paycheck. On completion, they transition to employment with a participating hospital in the field of training with an average starting hourly wage of $12. At the close of the first year of operation, there have been 100 STEP enrollments and 18 program completers/job upgrades, with more completers in the pipeline.

BOSTON

Integrated Career Centers
In Fiscal Year 2002, Boston's career centers served over 17,000 job seekers, and over 2,000 employers, a 70% increase over the previous fiscal year. The Boston Career Centers serve as models for integration, where funding streams that support the career centers include Wagner Peyser, Workforce Investment Act, Welfare to Work, Transitional Assistance Employment Services, Adult Basic Education, and a state line item. In addition, services are provided by Veterans representatives, Title V Older Worker representatives, and Unemployment Insurance staff. Career center staff are on-site at the Suffolk County House of Correction, the Family Probate Court, and at the local TANF field offices. The Boston system spent 100% of available dollars in the first year of WIA implementation.

In addition to the provision of universal services, Boston places a great deal of emphasis on training, where training funds were used to create 350 individual training accounts in FY01. Boston's training dollars were particularly important to the communities of color. Eighty-four percent of the graduates of training programs are now employed, and wage rates for dislocated workers who graduated from training programs averaged 115% of their previous salaries.

Utilization of a Strong Workforce Investment Board
Boston is a city that utilizes a strong workforce investment board, working in partnership with the Mayor's Office of Jobs and Community Services, to leverage the kinds of influence, partnerships, and resources needed for a successful and comprehensive workforce investment system. The Board is chaired by Cathy

Minehan, President of the Federal Reserve Bank of Boston. Members include key leaders from business, labor, government, the community and education. Mayor Thomas M. Menino appointed Boston's Workforce Investment Board in April 2000 and the Youth Council in September 2000. The Boston Private Industry Council serves as the Workforce Board in Boston, which over the past twenty years has partnered with the employer community in development of the education, training, and employment system in Boston. Over the years, there are two critical lessons that Boston has learned in their work with employers:

- Relationships with employers need to be developed at multiple levels of the organization, including senior management, human resources, and supervisors in order to get buy-in from employers at each point of interaction. Relationships also need to be constantly updated in order to sustain partnerships with organizations in the context of mergers and consolidations.

- The value-added of the PIC to employers is that it works with employers to invent new practices that address their short term and long term needs for a skilled workforce. Specifically, they have developed new, collaborative practices in youth employment, preparing and retaining welfare recipients, and incumbent worker training.

The City of Boston and the Boston Private Industry Council have three primary means of relationship-building with employers: a Board with CEOs from major businesses and sectors; a Mayor with a serious interest in workforce and education issues; and an employer organizing team that develops win\win opportunities with employers. The PIC does employer outreach with individual companies and through industry clusters. Particularly in financial services and health care, the industry cluster approach has been effective in developing workforce initiatives and working through systemic issues that arise in those initiatives.

Innovative Practices

The PIC began its intermediary work with employers in the early 1980s in response to the business community's interest in reforming the schools. In return for school reform, the business community promised priority hiring for graduates of the Boston Public Schools and the school department invested in **"career specialist"** capacity at the district high schools. The business community wanted that capacity located at the PIC so that the focus and mission of the staff would be employment and employer-oriented, versus an extension of the education system. One of the first initiatives after this agreement was the private sector summer jobs campaign. This began in 1982 with 100 students being placed into non-subsidized jobs with primary labor market employers. In the 2002 summer, the PIC made 4,436 placements at 1,050 employer sites.

This year sixteen employers stepped to the plate to work with students who failed three times in their effort to pass the Massachusetts high stakes test needed to graduate in 2003. In a project called **Classroom in the Workplace** over 300 students worked full-time this summer at large mainstream employers for seven weeks. The students spent an hour and a half every day in a classroom working on an intensive literacy or math program. The employers paid the student wages, and a state grant paid for the instructors.

The PIC began a school-year initiative called **Project ProTech** in 1990. The PIC worked with the human resource directors in the major hospitals, financial institutions and utilities sectors. The PIC places students after school in employment with a work-based learning plan that connects back to their pathway or small learning community at their high school. In the past year, we placed nearly 2,000 students in school year jobs. The employers pay for all student wages.

The PIC has a long history working with Boston's schools, which is essential if we are to truly provide all children with the education and skills they will need to be successful in life. The well known **Boston Compact**, convened by the PIC, is a school reform partnership that includes business, the City, the Boston Public Schools, unions, higher education, and the arts community that establishes commitments from all partners and measurements of the effectiveness of the school reform effort.

Working with Business

For adults, the City and the PIC have launched two new practices with employers - both with DOL dollars. The first was a model for integrating hard to serve welfare recipients into the workforce through a work-first model. We matched employers with community based agencies that provided career case management services that were geared toward improving retention and developing skill and career advancement plans. We worked with fourteen employers to hire over 700 TANF recipients. Those employers reported to us that the people who they hired through the welfare to work model were retained at a rate 20% higher than people who were hired through their normal employment channels.

The second practice has been the incumbent worker upgrade programs that have been designed and seeded with DOL dollars. The PIC served over 555 workers in health care organizations with a grant from DOL in 1999 that led to a statewide initiative to create and implement career ladders for entry level employees in long-term care and a number of upgrade initiatives in hospitals. The PIC is currently working with hospitals to create a pipeline of individuals

who are being trained in technical positions. The DOL grants have seeded the development of practices and policies that are creating pathways for individuals to move into higher paying jobs, and a pipeline for employers to fill acute shortage jobs. Employers are matching the DOL investments and investing in systemic changes that will solve their immediate and longer term need for a skilled workforce.

The PIC has recently launched an incumbent worker upgrade program in partnership with six financial services institutions for entry level employees and their supervisors in retail banking and back room operations. The employers have agreed to send their employees to training and education programs at a single location, with the same instructor and the same curriculum. The PIC is convening the employers to design and implement the programs and to develop the systems, practices and policies that sustain employer investment in their entry-level workforce.

Youth Services

The Workforce Investment Act established Youth Councils as the governance arm of the Board for youth services. WIA also merged the summer jobs component into a mandate for year-round programming for youth. WIA maintained the focus on low-income youth. In partnership with Mayor Menino, Boston's Youth Council oversees $1.4. million of federal WIA funds for youth, and a Youth Opportunity Grant of $24 million over five years that was awarded to Boston in March 2000 to serve at-risk youth in the empowerment zone. With the WIA Youth funds, we have served 451 youth through year-round programs. The youth served in Boston are predominately 14 and 15 years old and are all low-income. Thirty percent of the funds will be expended to serve out-of-school youth, as required by the Act. In the fall of 2001, Boston opened a Youth Opportunity Center in Dudley Square that is serving over 2,000 young people with educational, employment, and social services.

CHICAGO

Chicago's Diverse One-stop Delivery System

The Chicago one-stop delivery system has a considerable flow of universal customers. As these numbers increase, one-stops are increasingly seen as community resource centers which everyone in the community can use, not just places where multiple government programs are delivered. This is a good un-intended consequence.

The Pilsen One-Stop- A Model For Integration And Community Service
At the Pilsen One-stop Center in Chicago, staff see themselves as employees of the one-stop, organized by function, not the program or funding source they represent. Further, regular cross-training is conducted among the partners' staff, encouraging services integration.

The Center utilizes multiple funding sources in addition to WIA and partner program resources, including fees for certain services and foundation grants to enhance the services which partner agencies provide. Services provided to the 35,000 customers served annually are provided through a "triage process. In addition to the traditional core, intensive and training services under WIA, additional services and programs are offered as follows: targeted outplacement counseling and services for middle management persons; family counseling; the Money-Smart program which makes financial services training available on an in-kind basis from several local banks and community-based organization, and which has now been taken to the local high schools; title V Aging services; and the Operation ABLE Job Hotline which lists jobs available from Chicagoland employers.

The Pilsen center also has a very active community advisory council, which has proven very beneficial in serving the diverse needs of community. To accommodate customer needs many of the staff are bilingual – with nine different languages represented on the staff. Local community-based organizations are included in one-stop activities, which encourages partnering, community ownership, and a significant expansion of service offerings. The Pilsen Center has made partners out of potential competitors by including them in one-stop activities. As such, customers have additional options and more customers can be served.

An Innovative Business Partnership
Albany Steel and Brass Corporation (ASBC) in Chicago has been an exemplary employer-partner with one of the Mayor's Office of Workforce Development agencies, Greater West Town Community Development Project (GWTP), for over ten years. The input and support of ASBC was crucial in the development of Greater West Town's Shipping and Receiving training program, providing needed expertise for curriculum development and review, ensuring the incorporation of needed skills training and continuous improvement to program design and execution. They continue this commitment through their ongoing support, including providing open-house site visits for the city's Shipping and Receiving classes. The company has consistently hired GWTP Shipping and Receiving graduates from the program since its inception. Additionally, they have working relationships with the Industrial Council of Nearwest Chicago, which provides them linkages with other local workforce

development organizations. Albany Steel and Brass Corporation continues to open its doors to GWTP program graduates, including many candidates with multiple barriers to employment. Once hired, employees are provided with living-wage incomes and advancement opportunities.

EL PASO

Upper Rio Grande Workforce Development Board Youth Incentives Program
The Upper Rio Grande Workforce Development Board (Upper Rio Grande @ Work) Youth Incentive Program goes beyond the typical function of rules and corresponding penalties for youth participating in more traditional education and training programs, to a more proactive approach of promoting positive achievement with incentives. Upper Rio Grande @ Work awards, incentive payments, and scholarships are provided to youth who are participating in Workforce Investment Act (WIA) funded youth programs and who successfully attained a General Educational Development (GED) Certificate, a High School Diploma, or successfully complete the Texas Assessment of Academic Skills (TAAS), Texas Essential Knowledge and Skills (TEKS), other mandatory exit test and/or summer school.

Awards of up to $300 are given for the successful attainment of a High School Diploma. Attainment of a GED Certificate or the successful completion of Summer School courses can result in an award of up to $200. Participating youth must be determined eligible for WIA programs and have a history of passing scores in applicable courses.

This program has not only been effective in motivating youth, it has served to foster a closer collaboration between the Upper Rio Grande @ Work Board and it youth contractors.

Incentive Payments for Adults
The Upper Rio Grande @ Work Incentive Payments Program awards adults for obtaining and retaining substantive employment. Based on specific criteria, awards ranging from $250 to $500 are given to qualified recipients for obtaining employment which was made possible by training provided by Upper Rio Grande @ Work. A client may also qualify for an award of $500 by retaining approved employment for a period exceeding three months. Although what the client does with the award is not directed, recipients are encouraged to invest this award in their personal or career development. The employment incentive program is credited in part with the success of the El Paso workforce investment system's response to the mass dislocations that have occurred as a result of the declining garment industries in the region over the past several years.

HOUSTON – Highlighting The Promising Practices Of Houstonworks, Inc.

Integrated Service Delivery Through One-Stops

A major advantage afforded by WIA over prior Workforce Development Legislation is its funding of the integrated one-stop service delivery concept. This synergistic approach allows many efficiencies which would not be possible with a purely categorical approach. One example is the practice of Unemployment Insurance Profiling, which categorically would be provided by the Employment Service. This is the activity which attempts to identify Unemployment Insurance recipients who are least likely to return to work without assistance and provide them with job leads. In the one-stop environment, ES and WIA can partner on this activity, bringing additional resources to bear on the problem. This allows us to work the list of profiled customers ahead of the actual date of their scheduled visit, and have referrals ready for them when they come in. We can let them know when we invite them to the session that we have job referrals tailored to their needs and a staff person will be available to assist them. This additional value added results in a higher quality service to the customer, and, we believe, a significant return on investment to the government in terms of reduced UI payments.

HoustonWorks USA Training Academy

"The world fears a new experience more than it fears anything. Because a new experience displaces so many old experiences.... The world doesn't fear a new idea. It can pigeon-hole any idea. But it can't pigeon-hole a real new experience." D. H. Lawrence

Workforce Development under the Workforce Investment Act has become a new experience for the Employment and Training Community. Realizing the need for employment and training professionals to change their methods of providing services for a rapidly evolving workforce, HoustonWorks USA made a bold move to implement the change. Change is the traditional ways of doing business as well as developing new skills for the professional who was dealing with the change both professionally and personally.

In 1998, Houston Works USA began providing group training instead of relying on the individual supervisor to train his or her staff. Soon, it became evident that a more formalized approach was needed to meet the demands of growing from a staff of forty-seven (47) to over two hundred (200) within three months due to the transition from JTPA to WIA and from Administrative Entity to Career Center Operator. Houston Works USA was not merely going through a

transition, but was facing a new experience that would change workforce development for the Houston Community for the next century.

In 2000, the HoustonWorks USA Academy was developed to meet the training needs of new personnel, ensure quality customer service, stay abreast of legislative changes in programming and renew the research and development pioneer spirit of experienced staff. All staff is required to complete a minimum of thirty-six (36) hours of training each program year. Training histories are maintained using a database similar to the tracking system used by universities. This innovative educational program represents a proactive step by the organization to maintain a knowledgeable and professional workforce development staff. The state of the art training facility boasts 3 large training rooms, a library, a multi-media center, and a versatile conference room. Staff development classes, workshops, and computer-assisted learning take place in an interactive environment designed to prepare a workforce staff ready to meet the challenges of the new millennium. HoustonWorks USA has tracked approximately 25,000 training hours completed by staff between 1998 and August, 2002.

In additional to meeting the needs of its staff, HoustonWorks USA is continuing its tradition of learning from it own research and development and sharing that new found knowledge with other workforce organizations to ensure quality customer service throughout the employment and training system. Training is also offered to groups throughout the country.

The Enron Layoff and the WIA System Response

Occasionally, a worker dislocation has national and even international implications and interest. This has been the case with the Enron layoff. We believe the system response to have been exemplary.

On December 3, 2001, the Enron layoff began. The initial notification involved a layoff of 4,500 workers. Several hundred additional workers had been laid off before the bankruptcy. An additional 2,000 were laid off in subsequent waves.

On December 4, 2001, system representatives met with officials of Enron.

On December 5, 2001, the layoff occurred and Enron offered facilities adjacent to the Enron Headquarters building in Downtown Houston. On December 6th and 7th, a total of six information sessions were provided to over 1,200 former Enron employees at the George R. Brown convention Center in Downtown Houston.

On December 10th and 11th we identified and oriented staff for the Enron Transition Center. These staff were regular system employees who were relieved of their regular responsibilities to staff this special transitional center.

On December 13, 2001, 10 calendar days after the first announcement, the transition office opened and began providing services.

Houston Works has served at least 2,800 former Enron employees. Additional former Enron employees have been served in the outlying suburbs through partner one-stop providers. These customers are predominantly male, relatively young (79% under age 44), non-minority, highly educated individuals. Average annual earnings before layoff are $72,000.

The cost of the project was in excess of $200,000. This amount includes significant In-kind contributions from Enron Corporation and TrizecHahn Office Properties.

In addition to Executives, the workers affected included Information Technology workers, Human resources personnel, Financial Specialists, Accountants, Traders, and others.

Enron was not in a position to provide outplacement services. Without the employment and training systems the plight of these individuals, which has been well documented in the press over the past 10 weeks, would have been much more dire. We believe the speed with which this response was organized and delivered reflects credit on the capacity of the entire workforce development system.

In addition to the private, in-kind contributions mentioned above, this project was funded with Rapid Response funds through the Workforce Investment System of Texas. The funds are administered by the Texas Workforce Commission through the Gulf Coast Workforce Development Board. Services were delivered by HoustonWorks USA.

Youth Opportunity Grant

Houston's Youth Opportunity Programs has established 4 full scale Youth career centers to serve youth within its poorest neighborhoods. These Youth Centers have integrated WIA funding as well as other sources into it's operations in order to fully serve the city and provide multiply funding sources for youth in need of services.

Considerable efforts have been deploy to establish the Key 5 S's for a successful programs. Sites (4), Staffing (Hiring and training of 100+ new employees), Slots

(2000+ active youth) Services, (including all the 10 program elements) have been established. Sustainability (maintaining the centers and services after the end of the YO grant), is the final objective to be accomplished.

Houston is now engaged in establishing the performance in terms of individual youth moving towards self-sufficiency needed to pay dividends for the future.

LOS ANGELES COUNTY - See California Promising Practices

NEW ORLEANS - See Louisiana Promising Practices

NEW YORK CITY - See New York State Promising Practices

NORFOLK/HAMPTON ROADS, VA

(Opportunity Inc. provides staff support to the Hampton Roads Workforce Development Board (HRWDB) for the South Hampton Roads region of Virginia. Consisting of the cities of Norfolk, Virginia Beach, Chesapeake, Portsmouth, Suffolk and Franklin and the counties of Isle of Wight and Southampton)

Partnering with Housing Programs -- Joining Forces To Offer Greater Levels of Service

In September of 2001, Opportunity Inc. joined forces with the HUD funded Empowerment 2010 by pooling Workforce Investment Act (WIA) monies (which pay for training), with Empowerment 2010 funds (which pay for support services), in order to offer a more comprehensive approach to servicing customers. The objective is to combine resources rather than compete for them. This partnership allows for individuals who are most in need to not only receive training that will increase their competitiveness in the workforce, but also to receive supportive services that provide them the additional resources they need to be successful. Opportunity Inc. provided technical training to Empowerment 2010 staff in order to enable them to directly issue Individual Training Account (ITA) Vouchers. Additionally, Empowerment 2010 staff has been trained to facilitate self-directed job search and to deliver one-on-one career counseling. Empowerment 2010 provides additional resources such as childcare and transportation assistance. Working together results in less duplication of services and offers eligible individuals greater access to the resources they need to be successful.

Through this partnership, Empowerment 2010 has issued nearly 100 Individual Training Account Vouchers. Furthermore, this partnership has been so

successful that discussions are underway to establish a joint satellite One-Stop within the Empowerment Zone.

Partnering with Education and Human Services Programs -- It Takes A Whole Community To Build A Strong Workforce

Opportunity Inc. is committed to working with community organizations that address issues that hamper individuals from succeeding in the workforce. In the spring of 2002, Opportunity Inc., in cooperation with Virginia Tidewater Consortium for Higher Education, Norfolk Literacy Partnership, The Norfolk Foundation, and WHRO (the local PBS affiliate), hosted a summit to encourage literacy organizations to collaborate and use established best practices. The literacy summit featured a variety of speakers, including the Honorable Paul Fraim, mayor of Norfolk, and Virginia's Secretary of Education, Belle Wheelan, Ph.D. More than 200 providers from across Hampton Roads attended the one-day summit, which resulted in a collective commitment to better use of resources by working together for grant applications. The first follow up meeting was held in June 2002, and quarterly meetings are scheduled to follow.

In addition, this summer, Opportunity Inc. worked with the Virginia Beach Department of Social Services to present "The Xchange," a forum to help fathers become stronger role models within their families and their communities. The keynote speaker was Judge Joe Brown, known for his presiding role on the courtroom reality television show, *Judge Joe Brown*. More than 400 area fathers attended the day-long conference to learn family strengthening strategies and develop support networks with other fathers facing similar challenges.

Opportunity Inc. is committed to the facilitation of ongoing dialogues and collaborative efforts within the Hampton Roads community aimed at the greater utilization and coordination of local workforce development efforts.

Partnering with Health and Human Services Programs and the Business Community To Shape Tomorrow's Leaders

Opportunity Inc. expanded its Summer Youth Employment Program to serve a greater number of area youth. In addition to contracting with The STOP Organization, which serves as Hampton Roads' Department of Health and Human Services' Head Start Program, Opportunity Inc. has partnered with The Urban League of Hampton Roads and the Hampton Roads Chamber of Commerce to provide young people with positive work experiences that will aid them as they prepare to enter the workforce.

The STOP Organization and the Urban League provided job readiness training, and the Urban League worked with the Virginia Employment Commission to

conduct screening and job placement. In addition, the Hampton Roads Chamber of Commerce has helped recruit businesses to participate in this program.

The Summer Youth Employment Program has been a success, with more than 100 public sector organizations and 140 private sector employers participating in the program. As a result of real collaboration, the program was able to successfully place more than 700 local youth in jobs this summer.

NEXStep -- Military Transition Program

This spring, Opportunity Inc. officially launched NEXStep Training for Transition, a pilot program funded by the U.S. Department of Labor to augment existing military transition assistance programs in Hampton Roads. NEXStep provides free career counseling and training to spouses of active duty military, and involuntarily separated military personnel and employees to help them find jobs with local businesses.

The impact of NEXStep Training for Transition on both the military community and the community at large is two fold: a stronger, more viable workforce is created; and military retention is increased. Building upon the existing talent of the military spouse makes for a stronger more viable workforce. Consequently, providing military spouses with better paying, more satisfying employment makes for a stronger military family; thereby improving military retention.

So far, the response to the NEXStep program has been overwhelming. Within five months of the launch, NEXStep enrollment jumped 1,291 percent from 24 to more than 300 participants.

In August, Opportunity Inc. opened the NEXStep Training for Transition career counseling center just outside Naval Station Norfolk. The new center will be easily accessible to Navy personnel and spouses, and will provide a place where they can meet with counselors and conduct job searches. Satellite centers are also located at Naval Amphibious Base Little Creek, Naval Air Station Oceana, Fort Eustis, Langley Air Force Base and the Peninsula Worklink Center in Hampton.

Sectoral Initiative -- Joining Forces with Local Businesses to Address Workforce Issues

Opportunity Inc. has joined forces with local employers to address the immediate and long-term workforce issues that impact key industries in the region. Cluster groups are industry/employer driven and address a variety of topics, including skills requirements, career paths, training for emerging, incumbent and/or expanding workforces and employee attraction/retention.

In order to see the "big picture," Opportunity Inc. recently began holding quarterly meetings with economic development officials. These meetings provide insight into the workforce needs of companies that are either expanding or may be interested in locating in Hampton Roads.

Public and private training providers are often invited to meetings to facilitate dialogue and understanding between employers and training providers.

Opportunity Inc. currently has five industry clusters – health care, hospitality, information technology, security and financial services. To address regional issues, the information technology and security clusters are convened in collaboration with the Peninsula Alliance for Economic Development.

PHILADELPHIA

Regional Leadership and Collaboration Carried Out by the Philadelphia Workforce Investment Board.

On September 12, 2002, the leadership of the Southeastern Pennsylvania Workforce Investment Boards (WIBs), including the Philadelphia WIB, announced and signed a formal agreement that aims to change the region's view on economic development and the positioning of regional resources. The goal of this agreement is to advance the alignment of workforce needs to industry needs thus contributing to future economic growth in the Southeastern Pennsylvania region. Through a formal agreement, the chairpersons of all the participating workforce investment boards hope to be able to leverage local resources of all of the counties. Through resource sharing, the collaboration will spearhead and support: the advancement of projects and initiatives across industries for benefit of the regional economy; and marketing the region's resources that make it an attractive option for business growth and development.

The workforce investment boards participating in the collaboration in addition to the city of Philadelphia are: Bucks, Chester, Delaware, Montgomery and Philadelphia Counties. The collaboration team will consist of an advisory council comprised of two private sector representatives from each of the region's five workforce investment boards who will strategically position regional WIB initiatives. Such regional cooperation, built around the economic development and industry needs of a labor market regions, offers great potential for meeting the needs of business and industry without respect to the artificial boundaries of political and governmental jurisdictions, as well as the needs workers in the region.

Philadelphia Youth Initiatives

Philadelphia Youth Employment Campaign. The newly expanded Youth Council in Philadelphia continues to play an integral role in developing a comprehensive youth development system in the city. The Council has developed a plan for a summer youth employment campaign, augmenting YouthWorks and other summer enrichment programming, beginning in Summer 2003. The augmented youth employment campaign is designed to provide thousands of enriched summer employment opportunities for Philadelphia youth. The goal is to build on current efforts, including YouthWorks, the Council's program that currently supports about 6,000 summer activities, and the Summer Career Exploration Program, which provides summer employment experiences for more than 1,400 youth with dollars from the Funders' Collaborative. Preliminary information suggests that these two programs are forced to turn away more than 4,000 youth who seek enrollment but for whom funds are not available. Private sector participation will be a major feature of this effort, as will active involvement by the City and the School District of Philadelphia.

This summer, more than 600 youth were selected by certified teachers to display their work for the public as well as for a panel of distinguished judges, who awarded prizes for exemplary achievement in the YouthWorks Celebration held in August. These projects, required of all YouthWorks participants, to reflect the activity in which they were engaged during their year-round or summer programs, and also demonstrate mastery of School District of Philadelphia standards and competencies.

Skills for Life Program
The Philadelphia Housing Authority, the Philadelphia Workforce Investment Board, and the Philadelphia Youth Council collaborate in a program called the Skills for Life Program which connects teenagers to the world of work by providing them with the education necessary to achieve career success. The Skills for Life program targets 200 8th grade students residing in public housing – the time in their life when these young people are at the highest risk of dropping out of school. The goal of the Skills of Life program is to equip students with the necessary academic and social skills to graduate from high school and choose positive college or career options.

The program provides academic and social support, mentoring, family support, career counseling, and other services five days a week, year round, in neighborhood community-based organizations falling under the umbrella of the Greater Philadelphia Federation of Settlements. The program is the first of its kind, and is funded by public and private donations used to employ, educate,

and mentor youth from high school until graduation. Funding for this exemplary program is made possible through Workforce Investment Act funds.

PORTLAND, OR

Portland's H-1B IT "connect2jobs" Program
Worksystems Inc., in partnership with the Semiconductor Workforce Consortium, Portland Community College, Clackamas Community College, and Tillamook Bay Community College, implemented a two-track training project responsive to the needs of the regional semiconductor manufacturing industry. The project, Connect 2 Jobs, provides a reliable pipeline of skilled technicians advancing in careers that began with training supported by H-1B funds.

Participants at each college enroll in an AAS degree program that has been carefully developed with industry assistance to target the skills required of the current and future semiconductor manufacturing workforce. Alternatively, participants may enroll in an intensive 12-week WorkFirst program that provides the behavioral and technical foundation for entry-level manufacturing jobs. Both the AAS and WorkFirst tracks include internship opportunities. By the end of the project, over 400 men and women will have participated in training and we expect that between 80 and 90% of the graduates will obtain jobs in semiconductor (or related) companies. In light of the continued weakness of the regional economy and recent lay-offs within the semiconductor industry, project partners have been pleased by the interest in these training programs and the placement rate of graduates.

Connect2Jobs Website.
The connect2jobs project has also led to the development of the www.connect2jobs.org website, a sector-based career information and job support tool for the universal population. The website includes interactive self-assessment and career guidance tools. Users can develop resumes, assess their interests and skill levels, explore career ladders and training requirements, learn about employers and training providers, and check out current job openings. Although initially developed to serve the semiconductor manufacturing industry, connect2jobs.org has been expanded to serve healthcare, biotechnology, creative services, and teaching job seekers and employers and is implemented in partnership with the Oregon Health Sciences University and AFSCME. Additional sectors will be added in the months ahead.

RICHMOND, VA

Workforce One Initiative - Identifying the Needs of Business and Industry
Prior to the passage of WIA, the Greater Richmond Chamber of Commerce obtained Competitiveness Act resources to work with employers in defining skill requirements and identifying skill shortages in the Richmond area, through their Workforce One Initiative. When the Richmond WIB and the neighboring Capital Area WIB were formed, the Chamber nominated a number of employer representatives to the two boards who also serve on the Workforce One leadership council.

The Richmond WIB has worked closely with the area Industry Action Groups that were formed through the Chamber's Workforce One Initiative, and have jointly applied for funding for several initiatives that link the work of the Board closely with that of the Chamber. The Richmond WIB also works closely with the Metropolitan Business League, which primarily represents smaller, minority-owned businesses in the Greater Richmond area. Strong, practical partnerships among the Board, the Community College system, and the Industry Action Groups have emerged as a result of this initiative begun by the Chamber. While these partnerships take a number of forms, and several have moved out from under the Workforce One umbrella, their seeds were sewn in the original Workforce One project, and these partnerships are a key to sectoral initiatives through which the one-stop career centers and the local Board are working to support economic development in the region.

Richmond Employability Network
Richmond has worked to forge an employability network that links a wide range of local service organizations into a single service system. With the one-stop as a hub, Richmond's Employability Network began as one of the most comprehensive service networks nationally in the Welfare-to-Work program. Under WIA, it has expanded beyond its initial focus on welfare recipients and non-custodial parents, as a broader network for all workers. Most of the mandated one-stop partners, as well as the Chamber and a large array of community-based service organizations, meet quarterly to pursue common practices in serving shared customers. The true test of the network's sustainability came when a large, competitive Welfare-to-Work grant project was completed, and all funding for the network itself stopped. Membership and participation have not fallen off; members continue to see the value of developing protocols for co-enrollment and collaborative case management, sharing best practices, and engaging in cross-training.

Welfare-to-Work raised the need for collaboration as the one-stop system took on customers with significantly greater barriers to employment than in the past. (Richmond's Welfare-to-Work Consortium served individuals who were unable to find employment through the state's welfare reform

initiative.) WIA formalized the mandate for collaboration. The Richmond employability network has been a strong response, and one that grows in size and effectiveness with each successive meeting.

SAN DIEGO – See California Promising Practices

SAN FRANCISCO – See California Promising Practices

PROMISING PRACTICES/YOUTH PROGRAMS

NEW HORIZONS ACADEMY

The New Horizons Academy in Augusta, Maine, which was originally funded as a USDOL Youth Demonstration Program, is a highly structured, innovative and successful four-week residential youth program which focuses on self-discovery, self-esteem building, discovery of the power within, and career planning. The NHA is not an occupational training program, but rather a program which allows its participants an opportunity to discover and experience their own self-worth, interests, and aptitudes in relation to the world of work. The NHA focuses on helping participants get control over their lives.

The NHA has been called "The Missing Link" between individuals and institutions of formal education and occupational training. By enhancing the feeling of self-worth, and by focusing on coping skills, and awareness and utilization of the power that resides within one's self, participants realize their personal power in creating their own future. This newfound self-knowledge, coupled with the assistance of professional career planning, results in more informed and intelligent occupational training and employment choices with higher rates of retention, completion, and success.

Helping young Americans discover and focus on their strengths and interests creates the foundation and addresses essential prerequisites to intelligent vocational training choices, greatly enhancing the likelihood of success. Participants, occupational training programs, employers, and taxpayers all benefit as a result.

MILITARY TRANSITION PROGRAMS

The Fort Campbell Project: Transitioning Discharged Military Personnel to Civilian Work

Since 1996, a unique partnership of military and civilian career development and employment training service providers sited at Ft Campbell, Kentucky has generated impressive results for 1,400 soldiers being discharged from military service. The program's primary focus is to help soldiers return to civilian life by effectively converting their military work experience and job skills into marketable skills sought in the civilian labor market. Of all the soldiers who participated in this program, 93 percent were placed in civilian jobs at starting wages averaging $11.43 per hour. On average, the earnings reported exceeded military salaries by 22 percent. There is also a significant benefit for the local Clarksville economy as 51 percent of the soldiers exiting from this unique program choose to stay in the region, adding their talents to the local labor force and helping to ameliorate labor and skill shortages. The remaining soldiers returned to their communities all over the United States with new skills and jobs in hand.

Project Partners in this initiative include: Workforce Essentials, Inc. and the regional Workforce Investment Board in Clarksville, Tennessee, who spearheaded the project in partnership with the U.S. Army at Ft. Campbell; the U.S. Department of Labor; the Army Career and Alumni Programs; the Ft. Campbell Family Support Center, the Departments of Employment Security for the States of Tennessee and Kentucky, and the Veteran's Affairs Office. In addition, county and city governments, the local Chamber of Commerce along with the Tennessee Department of Labor and Workforce Development all took an active role to support the project.

San Diego and Hampton Roads Military Transition Programs

In June 2001, the US Department of Labor funded additional sites in San Diego, CA and Hampton Roads, VA. These sites built on the lessons learned from the Ft. Campbell model, adapted for very complex regional labor markets. These two additional labor markets included multiple military services (including Air Force, Navy and Marines) and numerous installations, with a diffused chain of command and responsibility for these bases, as well as multiple workforce investment areas. In addition, the Upper Rio Grande WIB is working to establish a similar military transition program that is designed to meet the needs of transitioning military personnel and military spouses at Fort Bliss in El Paso, TX.

In **San Diego** and **Hampton Roads**, the sites spent considerable time building the necessary infrastructure, relationships and partnerships with military officials and civilian resources. In addition, they had to overcome security and start-up issues related to the events of September 11, 2001. As of September 2002, they have put in place fully functioning operations in both regions. As a complement to existing military transition services, they have enrolled and are serving more than 500 service members and spouses who qualify under the

current dislocated worker definition. Not only do these programs offer great potential for helping individuals transition successfully from the military into civilian life, but they offer even further opportunity for expanding to serve military spouses. Services are currently available to spouses of military personnel who must leave their jobs due to spousal reassignment. However, if eligibility were modified, this program would offer great potential for increasing the family incomes of military personnel by helping spouses attain the skills and employment they need, to find high skill, high wage employment, especially during this time of military deployment.

APPENDIX G – DOCUMENT/BROCHURES AVAILABLE IN PERMANENT ARCHIVE FILE, VENTURA COUNTY'S WORKFORCE INVESTMENT BOARD, BUILDING OUR FUTURE WORKFORCE, VENTURA, CA

Table of Indexes

Chairman McKeon, 2, 5, 8, 10, 12, 14, 15, 16, 18, 21, 23, 25
Mr. Andrews, 21, 22, 23
Mr. Barnicle, 12, 17, 18, 23
Mr. Hinojosa, 24, 25
Mr. Isakson, 19, 20, 21
Mr. Meyers, 19, 20, 21
Mr. Stenslie, 16, 22
Mr. Tierney, 4, 16, 17, 18
Mr. Wegman, 15, 16, 19, 20, 21
Ms. Rath, 10, 18, 20, 21, 22, 23, 24

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Educational Resources Information Center (ERIC)

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